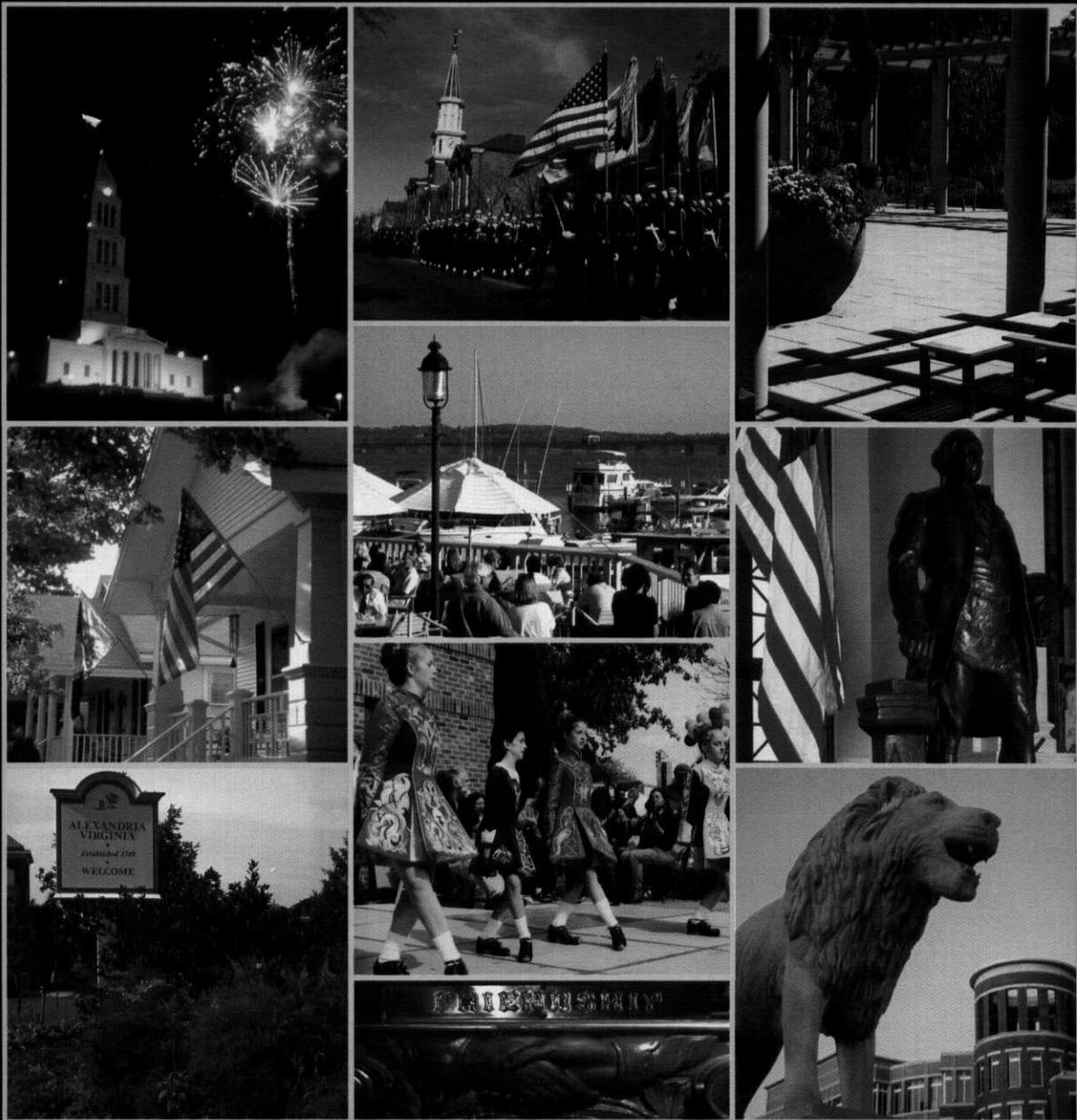


# City of Alexandria Virginia

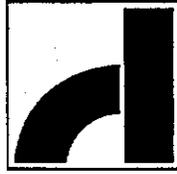


## Proposed Budget Executive Summary

FY 2003

July 1, 2002 - June 30, 2003

GFOA Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Alexandria  
Virginia**

For the Fiscal Year Beginning

**July 1, 2001**

*Armeda Chave*  
President

*Jeffrey R. Emer*  
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Alexandria, Virginia for its annual budget for the fiscal year beginning July 1, 2001.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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# City of Alexandria, Virginia

## MEMORANDUM

DATE: MARCH 12, 2002

TO: THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: PHILIP SUNDERLAND, CITY MANAGER 

SUBJECT: PROPOSED FY 2003 OPERATING BUDGET AND FY 2003-2008 CAPITAL IMPROVEMENT PROGRAM

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I am pleased to submit the City of Alexandria's Fiscal Year 2003 Operating Budget and the FY 2003-FY 2008 Capital Improvement Program. The proposed All Funds Operating Budget of \$454.5 million reflects an increase of 5.8% over FY 2002, while the six-year Capital Improvement Budget of \$306.9 million represents a 3.4% increase from the FY 2002-FY 2007 CIP. The proposed General Fund budget for FY 2003 is \$373.3 million, 6.6% above the FY 2002 General Fund Budget.

Conservative budgeting, along with the continued growth of the residential real estate market in Northern Virginia, allows us to recommend a two-cent reduction in the real estate tax rate from \$1.11 to \$1.09. This represents a revenue reduction of \$1.6 million in FY 2002, and \$3.3 million in FY 2003. The City's ability to absorb this reduction reflects the very sound financial condition of the City, in spite of expected State aid reductions and the post-September 11<sup>th</sup> drop in tourism-related tax revenues. This tax rate reduction will not detract from our ability to continue to deliver quality services to our residents and businesses; nor will it prevent us from fully funding the Alexandria City Public Schools' Operating Budget.

However, the slow growth in the local economy, a cautious prediction of the economy's future, expected reductions in State aid, and this decrease in the real estate tax rate have led us to hold the expenditure side of the FY 2003 budget to minimal programmatic increases, with new funding initiatives being recommended in only a few important areas.

### Major Factors Shaping the Proposed FY 2003 Operating Budget

A number of important factors shaped the proposed FY 2003 Operating Budget. They are:

- Continuation of the City's commitment to the Alexandria City Public Schools (ACPS) and to provide substantial financial support on both the operating and capital sides of the Schools' budget.
- A recognition of the City's workforce and their outstanding efforts, through the maintenance of our competitive pay and benefits structures.
- The safety and security of the public, as well as the City's workforce, made all the more compelling by the events of September 11.
- The need to keep the City's Capital Improvement Program on schedule to the maximum degree possible, to continue the maintenance and improvement of our infrastructure and public buildings, and to begin addressing future capital requirements.
- Implementation of the affordable housing initiatives outlined in the recent report of the Affordable Housing Task Force and adopted by the City Council.
- The need to begin addressing changes in the delivery of services to our growing and diversifying resident population, as identified in the 2000 Census.
- The recent substantial increase in residential real estate assessments.
- Anticipated reductions in operating aid from the State on the order of at least \$1.5 million, and potentially more.
- Continued compliance with the City's Financial Policy Guidelines, in order to protect our AAA bond ratings.

Some of these factors are reflected on the revenue side of the proposed budget, others on the expenditure side.

### FY 2003 Projected Revenues

FY 2003 General Fund revenues are projected at \$363.5 million, which represents a 4.8% increase from FY 2002. To provide sufficient resources to balance the FY 2003 budget, \$9.8 million in FY 2002 surplus revenues, underexpenditures, and capital savings are proposed to be utilized. As a result, a total of \$373.3 million is available to support the proposed City and Schools General Fund expenditures.

Real estate tax revenues are projected at \$177.9 million for FY 2003. This reflects both the recommended 2-cent real estate tax rate decrease and the overall 11.2% increase in the 2002 real estate tax base. This tax base increase includes:

- (a) A 15.3% increase in the average assessment of existing residential homes, including a 14.8% increase in the average assessment of existing single family homes and a 17.2% increase in the average assessment of existing condominiums;
- (b) A 1.6% increase in the average assessment of existing non-residential commercial properties; and
- (c) An addition of \$315.3 million in new construction, 33% of which stems from new residential construction and 67% from new commercial construction.

While the proposed 2-cent real estate tax rate reduction will provide some relief, taxes on the average residential home in the City will still increase by 13.25 %, or \$317. Since our residential assessment increases are slightly less than in all other major Northern Virginia jurisdictions, this average \$317 increase is among the lowest real estate tax increases among these jurisdictions.

Non-real estate sources of local tax revenue are projected to grow slowly in FY 2003. Revenue from personal property taxes, which accounts for 14%, or \$52.5 million, of the total projected General Fund revenue, is estimated to increase by 5.6% in FY 2003. All other sources of local tax revenue, including local sales, transient lodging, restaurant meals, utility and business license taxes, are projected to increase by only 1.9% in FY 2003, to an estimated total of \$84.8 million, or 23% of the total projected revenue. This low growth is based in substantial part on the assumption that we will experience only a partial return to the level of tourism-related tax revenue originally planned in last year's budget for FY 2002.

The area of significant revenue loss -- and the primary reason the real estate tax rate reduction could not be greater -- is the aid we will receive in FY 2003 from the Commonwealth of Virginia. The State budget has been shattered by previous over-optimistic revenue forecasting. This, coupled with a downturn in the State's economy, has resulted in reduced State support to localities throughout the Commonwealth. Final State budget figures have not been received, but we expect to experience reductions in schools, libraries, transportation, courts and human services. We know of some reductions and these are reflected in proposed budget's revenue projections. To help address additional reductions in State aid to the City and Schools, we have set aside \$1.5 million in contingent reserves.

To help alleviate part of the real estate tax burden, the proposed operating budget projects \$1 million in new revenue from an increase in various fees associated with the development process and parking. Later in the budget process, we will be recommending increases to the fees associated with (a) the review of development applications, (b) the inspection of fire protection systems, (c) connections to sanitary sewers, (d) parking in City garages and lots, and (e) the

towing and impounding of vehicles. Specific fee recommendations will be based on the recognition that all of the City's fee structures need to recover a greater share of the costs of providing services, while remaining competitive when compared to surrounding jurisdictions.

Following the events of September 11, the City implemented a budget contingency planning process to reduce expenditures from operating and capital budgets. The contingency plan reduced and/or deferred expenditures for FY 2002 by approximately \$5 million. These were timely savings because revenues attributable to the tourist industry (in particular, hotel real estate, transient lodging and meal taxes) are projected to fall short of budget expectations by about \$4 million in FY 2002. While these revenues have recently begun to recover, they are still problematic and are expected to recover very slowly in FY 2003. Savings realized from the contingency plans have been carried forward and have helped to support needed capital improvement projects in FY 2003.

### FY 2003 Proposed Expenditures

The FY 2003 proposed General Fund budget of \$373.3 million, a 6.6 % increase over the FY 2002 budget, contains only a few major expenditure increases, primarily in salaries and benefits, debt service, cash capital contributions, and public safety initiatives.

Most of the City's departments and agencies have been held to less than a 2% budget increase over FY 2002, with the majority of that increase funding merit increases for employees. Notwithstanding this small increase, the proposed budget funds all City programs and operations with no reduction in service levels.

Highlights of the budget's proposed expenditures are as follows:

- Alexandria City Public Schools. The Operating Budget requested by the School Board is fully funded. This totals \$114.9 million, includes a 2.5% Cost of Living Adjustment (COLA) for School employees (\$2.6 million), and represents a 7.1% increase over FY 2002. The Schools were able to hold to this level of spending due to lower student enrollment, and by limiting new initiatives in recognition of the City's revenue position.
- Cash Capital and Debt Service. The proposed budget includes a \$14 million cash contribution to the CIP (up \$2 million from FY 2002) and \$17.7 million for capital-related debt service (up \$1.5 million from FY 2002). This funding helps to ensure that, despite the slowing economy and reduced revenue projections, our efforts to maintain and improve the City's basic infrastructure do not slide. We need to avoid short-term, expenditure-reducing actions in the CIP area that could have long-term negative consequences.

- **Compensation and Benefits.** The proposed budget recommends a 2.5% COLA, at a cost of \$3.8 million, for all City employees. A 2.5% COLA will maintain the position of our pay plan relative to other Northern Virginia local governments and other organizations with which we compete for employees. In anticipation of a significant increase in the cost of employee and retiree health insurance, \$2 million has been set aside for health insurance premium increases. Also, an additional step has been added to the City pay scale, at a cost of \$400,000, in order to remain competitive and to recognize the value of City career employees. Further, in order to make the City's pay practices more equitable, the manner in which we calculate overtime pay is proposed to be revised, at a net cost of \$215,000.
- **State Budget Cuts.** The proposed budget includes \$1.5 million in contingent reserves to help offset the expected reductions in State aid to the City government and the Schools. (Another \$950,000 has also been placed in reserves for other contingencies.) At this time, the details of State budget reductions are not fully known. The eventual reductions may require additional City funding beyond \$1.5 million, or decreases in services.
- **Public Safety.** The terrorist attacks on September 11, the subsequent incarceration of suspected terrorists and their federal trials in Alexandria, and, more generally, the City's growing resident and daytime worker population have prompted increased funding in the public safety area.

The proposed Police Department Budget provides \$584,000 for nine additional police officer positions. These officers will improve significantly the department's capacity to respond to calls for service throughout the City. To address the post-September 11 need for improved security, the proposed budget provides \$93,000 to continue funding the three-person Division of Security and Intelligence within the Police Department. This office, which was initiated almost immediately after September 11, works closely with federal intelligence and other local law enforcement officials on matters related to national, regional and local security.

The Office of Sheriff's budget funds nine new, temporary positions to improve the perimeter security at the Public Safety Center. The detention of high-profile prisoners at the detention center and their movement between the center and the federal courthouse makes improved security a necessary priority. These positions, which are temporary, will provide security 24 hours a day, seven days a week at the facility. We are working to obtain federal assistance to offset the \$524,000 required for these positions and other operating expenses incurred by the City as a result of the housing and trials of federal prisoners.

After the Pentagon tragedy in September, we approved the purchase of completely new breathing apparatus equipment for the entire Fire Department. Both the Fire and Police Departments will also benefit from a recently approved one-time federal appropriation that will provide additional and/or improved equipment and training for their personnel.

- **Affordable Housing.** The proposed budget continues the Council's commitment to affordable housing. The proposed CIP provides \$1.5 million in General Fund monies for the Samuel Madden Homes (Downtown) redevelopment project. The Office of Housing's budget provides \$300,000 which, when combined with Housing Trust Fund and federal HOME monies, creates a fund of over \$1 million to implement the affordable housing initiatives recommended by the Affordable Housing Task Force. This fund will be used to support the development of affordable sales and rental housing through such activities as the acquisition and rehabilitation of existing housing, land acquisition and housing construction, and pre-development activities such as feasibility and infrastructure studies.
- **Capital Improvement Program.** An essential goal of this year's budget preparation process was to avoid any reduction in, or other compromises to, the funding of the City's Capital Improvement Program(CIP). Consequently, funding of the CIP continues with \$54.5 million programmed for FY 2003. The entire six-year CIP totals \$183.6 million in City funding. The CIP includes \$86.7 million (\$19.6 million in FY 2003) for the Schools, which fully funds the School Board's capital requests with one exception. That exception is for generic capital costs related to the construction of a new elementary school which, at this time, is uncertain due unclear student enrollment projections.

Highlights of the CIP for FY 2003 include:

- \$12.8 million to fund the planned expansion and renovation of the George Washington Middle School.
- \$6.8 million for various school expansion, renovation and improvement projects system-wide.
- \$6.8 million to continue to correct the infiltration and inflow conditions in the City's sanitary sewer system, and to make other improvements to this system.
- \$1.5 million to provide General Fund assistance for the Samuel Madden Homes (Downtown) redevelopment project of the Alexandria Redevelopment and Housing Authority.

- \$2.0 million, primarily for land acquisition, as part of future redevelopment activities in Upper Potomac West, as outlined in the report of the Upper Potomac West Task Force.
  - \$3.0 million to provide additional, necessary funds for the planned relocation of the Health Department.
  - \$4.4 million in information technology investments.
  - \$5.0 million -- \$1.0 million in local funding and \$4.0 million in State Urban Funds -- for the region's Metrobus and Metrorail systems where required City capital contributions are expected to ramp up to much higher levels, as well as for the City's DASH bus system.
  - \$1.4 million for parks and recreation facilities throughout the City.
- **Fund Balance.** In order to balance the FY 2003 budget, \$9.8 million from FY 2002 additional revenues, underexpenditures and capital savings are proposed to be carried over and used in FY 2003. These amounts represent one-time resources that cannot be assured of being repeated at that level in FY 2004. However, the \$14.0 million in cash capital that is proposed for FY 2003 more than offsets this \$9.8 million, and keeps the City's budget structurally sound.
  - **Financial Policies.** The City has been served well by Council's adherence over the years to the City's Financial Policy Guidelines. This discipline has played a significant role in enabling the City to obtain and retain our AAA bond ratings. It is essential that compliance with each of these Guidelines be continued, even in difficult economic times. The proposed FY 2003 Operating Budget and the FY 2003-2008 CIP do this.

#### Future Budget Issues

While the proposed FY 2003 Operating Budget addresses our most immediate needs, there are a number of critical issues that need to be addressed as we plan for FY 2004 and beyond.

- **Education.** The ACPS enrollment numbers have been down this year, and the Schools' recent enrollment increases may be tapering off, but funding pressures, particularly in the area of teacher compensation, may need to be considered in future fiscal years.
- **State Aid Reductions.** The Commonwealth's budget situation is not expected to improve over the next two years, if not longer, which means that local

governments will be pushed to replace the voids left by the State and, in many cases, to carry out unfunded State mandates.

- **Growing Capital Needs.** Many capital needs are not reflected in the proposed CIP. For instance, substantial reconstruction of the Police Department portion of the Public Safety Center or provision of a replacement facility, the growth of Metrobus and Metrorail, major infiltration/inflow problems in the City sewer system, the expansion of the DASH system, and road construction will need to be implemented in future CIPs. The Schools' capital needs will also likely increase with the planning for the renovation of T.C. Williams High School. In addition, the expected curtailment of the Virginia Department of Transportation's six-year construction plan and the shortage of State transportation funds may well lead to demands for City funding of transportation projects.
- **Real Estate Revenue.** The cyclical nature of the real estate market and continuation of a sluggish economy will have an impact of some unknown degree on City tax revenues beyond FY 2004. Real estate cycles are impossible to precisely predict, and we must be cautious as we consider the FY 2003 budget and its moderate tax rate reduction, so that budgets in FY 2004 and beyond can be built upon the solid foundation of a sound FY 2003 budget.
- **Education and Transportation Capital Funding Solutions.** Methods of funding major transportation and education capital expenditures in the City and in the region, such as a regional sales tax, will need to be continually pursued until a dedicated tax, or additional taxing authority, is in place. The alternative is either an unacceptable level of inadequate funding, or an unacceptable higher real estate tax burden for City property owners. The State must consider alternative funding options for these areas.

#### Budget Document Aids

To locate additional information and to obtain further details on both the Operating Budget and CIP, refer to the table of contents, summary information, charts and index in both the Operating Budget document and the CIP document. We hope that this information and the way it is organized will help citizens in providing input during the budget process, and will assist Council in making the best decisions for the community for the upcoming fiscal year and the years beyond. The full approved Operating Budget and CIP are available online at the City's web site: [www.ci.alexandria.va.us](http://www.ci.alexandria.va.us), along with a form for submitting budget comments or suggestions. The budget documents can also be obtained on CD-ROM from the City's Office of Management and Budget (703-838-4780).

### Appreciation

I want to thank the staff from all of our departments and agencies who have devoted thousands of hours assisting in the preparation of the Operating and Capital Budgets for FY 2003. This was an especially difficult year given the strict budget guidelines made necessary by economic conditions. Each department and agency, without exception, worked exceedingly hard to bring their budgets within the guidelines. I also want to thank the new ACPS Superintendent, Rebecca Perry, and her staff for the help they have provided in the preparation of the Schools' Operating Budget and CIP.

Particular appreciation, however, goes to Assistant City Manager Mark Jinks, Gene Swearingen, our new Director of the Office of Management and Budget, and the truly outstanding staff of OMB for providing the underlying analysis for a host of budget-related issues, for preparing the budget documents themselves, and for conveying invaluable advice and guidance during the decision making which preceded the presentation of the proposed Operating Budget and CIP. They are as talented and dedicated a group of individuals as can be found. The City is indeed fortunate to be the recipient of their efforts.

# City of Alexandria

## FY 2003 BUDGET

### ALEXANDRIA CITY COUNCIL

Kerry J. Donley, Mayor

William C. Cleveland, Vice Mayor

Claire M. Eberwein

William D. Eulle

Redella S. Pepper

David G. Speck

Joyce Woodson

### CITY MANAGER

Philip Sunderland

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Mark B. Jinks, Assistant City Manager for Fiscal and Financial Affairs

Lori E. Godwin, Assistant City Manager for Operations

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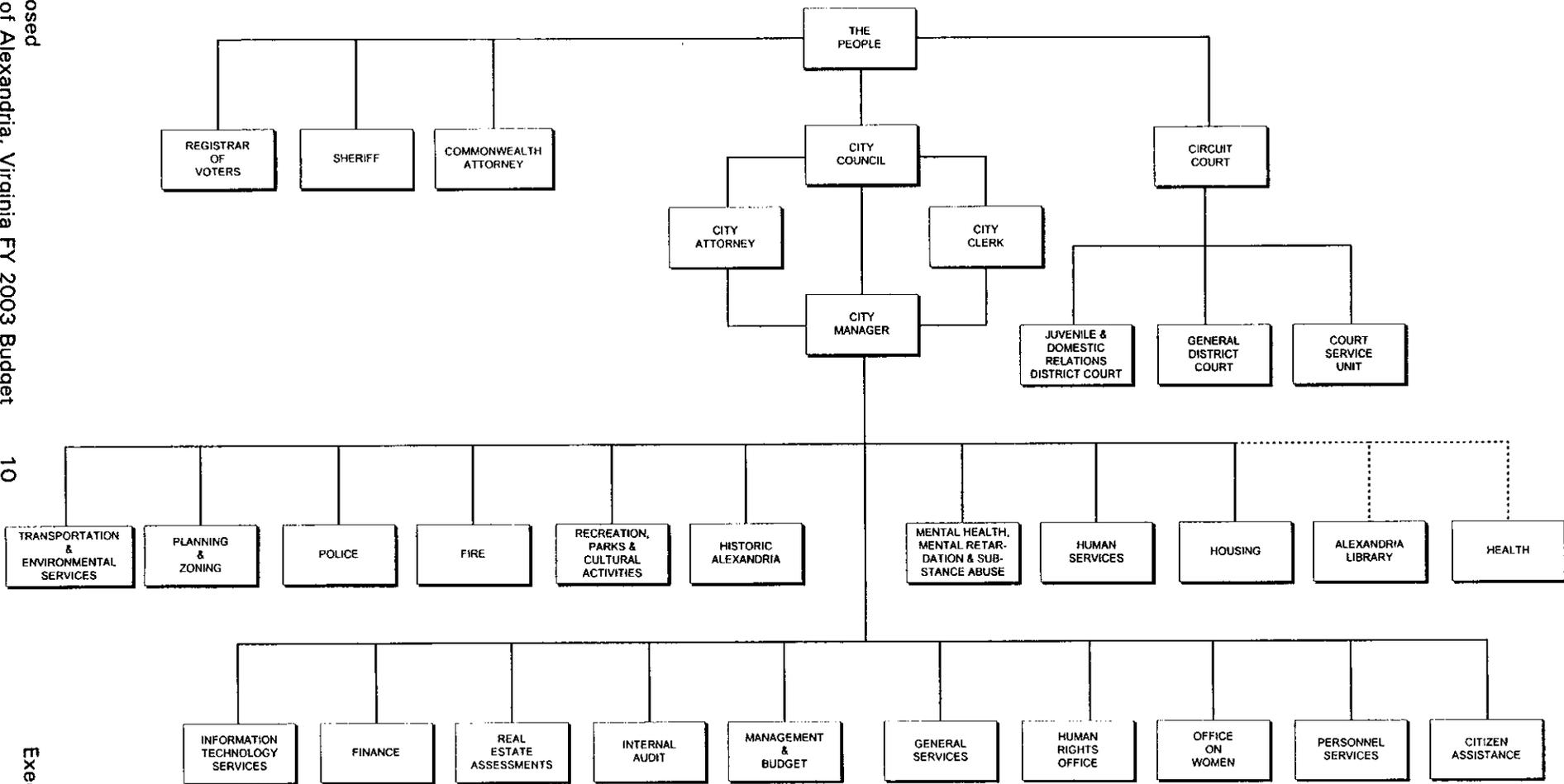
Kendel E. Taylor, Budget/Management Analyst

Dawn M. Webster, Administrative Officer

To recognize the individual efforts of OMB staff and to help locate responsibility for component parts of the budget document, the initials of primary and back-up OMB staff appear at the bottom of each page of the document.

OMB staff also wish to acknowledge the contributions of the General Services staff in the Mail Services Division and the City's Print Shop for their assistance in the preparation of this budget document.

ALEXANDRIA CITY GOVERNMENT



## Understanding the Budget

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The City's budget serves as the blueprint for the financial and policy decisions that City Council will implement during the fiscal year. Budgeting is necessary for several reasons.

First, the budget is a fiscal plan. Budgeting provides estimates of the costs that will be incurred if activities are carried out as planned; the revenues necessary to finance these activities; and the rates of taxation necessary to generate these revenues. The appropriation ordinance adopted by the City Council establishes the legal authorization for the expenditure of public monies and becomes the approved financial plan of action for the upcoming fiscal year.

Second, the budget is a management tool. The budget process provides an opportunity for the City Manager, department directors and agency heads to evaluate the City's services and recommend the best means of allocating resources to provide effective and efficient government services. Program goals, objectives, descriptions and activities are linked to performance measures that are detailed in the budget, as are the costs and resources required to meet the goals and objectives. As a management tool, the budget serves to establish accountability for the effective and efficient operation of specific programs and to locate responsibility for the delivery of City services.

Beginning with City Council's consideration of FY 2003 budget issues, which were first discussed at the Council retreat held on November 3, 2001, and framed in the City's 2001 Annual Report, and continuing through the adoption of the FY 2003 budget on May 6, 2001, the budget process provides numerous opportunities for citizens to review and comment on the budget and the degree to which it is responsive to the City's needs. In the face of competing demands for access to finite resources, citizen involvement in the formulation of the budget is vital to the ordering of priorities and informed decision making.

### FY 2003 Budget Planning

The formative stage of the FY 2003 budget process began with City Council's discussion of the budget outlook for the coming fiscal year, July 1, 2002, through June 30, 2003, at the November 2001 retreat. Staff briefed the City Council on the economy outlook at the national, state and regional levels, in light of the recession and the events of September 11. At the time of the November retreat, staff cautioned that final FY 2001 revenue receipts indicated that the rates of growth in several revenue sources, including personal property, sales, restaurant meals and business license, had slowed. Staff also identified budget contingency planning processes that had been put in place on the expenditure side to address the future economic uncertainty. Non-public safety agencies were asked to identify 3 percent savings in the operating budget and 15 percent savings in the capital budget. Expenditure challenges for FY 2003 included personnel expenditure increases for merit increases for City and Schools employees and \$2.5 million for each one percent of a cost of living adjustment for all employees. Other expenditure challenges identified at the retreat were an anticipated increase in health insurance premiums and increases in debt service from the July 2001 bond sale.

## Other Continuing Policy Guidance and Planning

Youth Issues: The Youth Policy Commission, chaired by Mayor Kerry J. Donley, convened in December 1997. This Commission had its origins in previous staff work on a comprehensive study of youth services in the City.

The Commission established three subcommittees to examine youth issues by stages of youth development: prenatal through early childhood (ages 0-5), school age (ages 6-11) and adolescence (ages 12-21). The five areas of Youth Well-Being examined by the subcommittees are Health, Education, Safety, Economic Security, and Recreation. During its first year of work, the Commission adopted goals, outcomes and indicators of success for these five areas, and currently, the Commission is continuing work on gathering and examining measures, comparative data, and service and funding data. As the Commission continues its work in the coming year, a key objective will be to foster a joint enterprise with the Schools, City departments and community agencies to address youth issues together.

The focus of the Youth Policy Commission's work for the second year, 1999, was to analyze youth services and funding; select community measures for evaluating the City's progress toward the vision for youth well-being; recommend a coordinated City youth policy; and develop strategies to implement that policy. The Commission established three subcommittees that met from February 1999 to October 1999 to select evaluative measures and conduct analyses along the five categories of youth well-being. After reviewing the subcommittees' findings, the Commission determined that the City's youth services need to target prevention and family building if our youth are to be properly prepared for the future. In sum, the Commission saw prevention and family building as the prism through which City services and funding strategies should be evaluated, and concluded that a coordinated, City-wide approach to serving youth is needed.

On February 12, 2000, the Commission recommended, and City Council adopted, the following vision statement for youth services in the City:

Alexandria is a community where diversity is embraced, and children are born healthy and grow up safe, nurtured, well-educated and prepared for life.

City Council also adopted the following policy statement:

It is the Youth Policy of the City of Alexandria to emphasize prevention, and to target activities that effectively promote positive outcomes for youth and support families through optimal use of existing funds, development of new resources, and engagement of the community.

The Council requested that the City Manager develop a strategy to implement this vision and policy within the City government, as follows:

- conduct an evaluation, using the Youth Policy Commission (YPC) subcommittees' recommendations as a framework, to determine the effectiveness of existing efforts in prevention and family building within City departments;

- optimize the use of existing resources and find new resources to enhance and develop new programs that address YPC recommendations; and
- emphasize outreach to working poor families with a focus on removing cultural and language barriers in the delivery of services.

Any initiatives that require new or reallocated funding would be proposed in the annual budget process, and the Commission will monitor success in achieving goals for youth through an annual Community Report Card.

**Debt-Related Financial Policies:** The City Council's debt-related financial policies, which guide decision-making throughout the annual operating and capital budget development cycle, are printed in the Appendices section of this document, and the City's proposed FY 2003 to FY 2008 Capital Improvement Program (CIP) is fully consistent with these policies.

**Compensation Philosophy:** On May 27, 1997, City Council adopted the City of Alexandria's Compensation Philosophy, which is intended to provide a broad framework to help with the City Council, management, employees and the citizens in order to understand and guide decisions that affect City employee pay. The Compensation Philosophy is printed in the Appendices section of this document. Proposed FY 2003 employee compensation adjustments are recommended based on the guidance provided by the Compensation Philosophy.

**Long Range Quality of Life Planning:** Several initiatives have recently been established or are still being formulated to address the quality of life of citizens City-wide, including the availability of affordable housing, the preservation of open space, a City-wide assessment of recreation and leisure needs, and a City-wide transportation policy and plan.

#### The Annual Report and Budget Preparation Process

The City's 2001 Annual Report, which reviewed major past and prospective issues, trends and budget constraints facing City Council in the coming year, provided a framework to help with the development of the FY 2003 Budget. The Annual Report supplemented the discussion of budget and policy issues at the City Council Retreat.

For the FY 2003 budget process, Departments and agencies submitted detailed operating budget requests to the Office of Management and Budget (OMB) from September through December, in accordance with procedures and guidelines established by the City Manager. OMB and City Manager's Office staff met with departments and agencies during the formative stages of budget development to discuss major issues facing the agencies following years of flat or reduced budgets. Given the FY 2003 fiscal situation the City Manager indicated that only the most critical supplementals would be considered for funding.

The budget requests of City agencies and departments included basic and supplemental requests. Basic requests are requests to finance currently mandated or authorized services within guidelines, or ongoing expenditures. Supplemental requests, which are identified in each department's budget text, are requests to finance the following:

- \* personnel expenditures in addition to those authorized in the past year;
- \* non-personnel expenditures which exceed those required to maintain the currently authorized level and scope of services; and
- \* capital outlays for all new equipment and for replacement of equipment with items having substantially greater capabilities than the items being replaced.

After analyzing the budget requests, OMB continued discussions with department and agency heads from November through January to formulate recommendations to the City Manager. In January, the City Manager, the City Manager's staff and OMB met with all departments that were requesting supplemental funding for new positions or initiatives. The City Manager's Proposed FY 2003 Budget reflects the Manager's consideration of these requests in light of revenue limitations and competing expenditure demands. The Manager's top priority initiatives are reflected in the Budget Message.

Consistent with the policy followed in recent years' budget processes, the City's budget calendar provides sufficient time to incorporate consideration of the School Board's Adopted FY 2003 Budget prior to the presentation of the City Manager's Proposed FY 2003 Budget. As a result, the City Manager's Proposed FY 2003 Budget is presented to City Council at the Council's March 12, 2002, legislative meeting.

As presented to City Council, the FY 2003 Proposed budget reflects substantial increased residential assessments the slower growth in the local economy, a cautiously positive prediction of the economy's future, expected reductions in State aid, and a decrease in the real estate tax rate. The FY 2003 budget maintains current levels of service and includes the following highlights:

- a two cent reduction in the Real Property tax rate from \$1.11 to \$1.09;
- full funding of the Schools' operating budget request;
- increased funding for additional public safety personnel;
- creation of a fund to implement new affordable housing initiatives;
- competitive compensation increases for City and Schools employees; and
- increased cash capital funding.

#### Organization of the Budget Document

In addition to presenting the City's financial plan, the budget document is intended to be a resource and reference guide, providing information on City programs and services. The budget document has been divided into two volumes: one containing the Operating Budget document and the other containing the Capital Improvement Program document.

- \* The Operating Budget document groups City operating departments together by general government program areas, using the program categories defined by the Auditor of Public Accounts for the Commonwealth of Virginia (APA) as a guide. This organization is offered to assist the public in gaining an understanding of the total resources provided in a particular program area.

Section I includes the City Manager's Message. Section II summarizes the budget process, provides general budget guidance, and includes a two page summary of the proposed funding level changes in the General Fund budget. Section III is the "City Facts and Figures" summary; Section IV provides revenue and expenditure summaries,

various charts and schedules that provide overall information on the City's finances, and multi-year revenue and expenditure forecast scenarios. Sections V through IX present budget information for each department. The major elements in these sections are organizational charts, graphs, goals, program descriptions, performance indicators and measures, and a summary of the budget proposal and supplemental budget requests. These sections also contain statements of estimated expenditures for each City department, classified into three expenditure categories (or expenditure "characters"): Personnel Services, Non-personnel Services and Capital Outlays. In an effort to increase the informational value of each department budget, a breakout of expenditures and staffing by division has been included for each department, where applicable.

Section X is comprised of Appendices, which include a detailed list of planned capital goods acquisitions, the salary schedules and classification structures applicable to the City government, the Alexandria Compensation Philosophy, legislative references and charter provisions relating to the budget, and a "Layperson's Guide to Fund Balance," based on a report prepared by the Council-appointed Budget and Fiscal Affairs Advisory Committee.

Section XI is the Program/Services Index, providing a locator guide to program information in the Operating Budget document.

- \* The Capital Improvement Program document describes each capital project that the City plans to undertake over the next six years. This description includes a justification for each project, the priority assigned to the project and the estimated impact of each capital project on the City's budget throughout the six-year period. (Detailed information on individual school capital projects is presented in the Alexandria City Public Schools 2002-2003 Capital Budget, available from the Office of the Assistant Superintendent for Financial and Administrative Services, 2000 North Beauregard Street, Alexandria, Virginia.)

#### Budget Amendments

During the fiscal year, the approved budget can be amended by either the reappropriation ordinance (generally in December) or the supplemental appropriation ordinances (generally three to four times during the fiscal year). A reappropriation ordinance allows encumbered monies from the previous fiscal year to be recognized in the current fiscal year. These encumbered monies are specifically identified within the previous fiscal year's Comprehensive Annual Financial Report (CAFR). A supplemental appropriation ordinance amends the budget for grant programs to reflect actual revenue received and to make corresponding balancing adjustments in grant program expenditures. A supplemental appropriation also amends the budget for duly docketed City Council items during the fiscal year that increase or reduce the current fiscal year appropriation. A supplemental appropriation ordinance may, therefore, either increase or reduce the City's total budget from the original approved budget appropriation.

The approved budget may also be amended by City Council at the end of the fiscal year via a resolution to transfer appropriations to adjust the various departmental accounts according to projected final expenditure patterns. The transfer of appropriations has no net impact on the aggregate approved budget amount, but rather enables the Council to adjust the budget of a given department for unanticipated expenditures.

Budget transfers within a department may be approved by the City Manager, as discussed in the following section on Budgetary Accounting.

Budgetary Accounting

The City's financial operations are budgeted and accounted for in a number of "funds." A fund is an independent fiscal and separate accounting entity, with a self-balancing set of accounts including revenues and expenditures, assets and liabilities. Separate funds that have been established by the City include the following:

- The General Fund is the primary operating fund of the City. This fund is used to account for all financial transactions and resources except those required to be accounted for in another fund. A detailed estimate of General Fund balance available for appropriation for general operating expenditures is provided in the Statement of Estimated Undesignated General Fund Balance, in Section IV of this document.

The following table and the descriptive material following the table are intended to respond to the Government Finance Officers Association (GFOA) budget document presentation requirement that a fund balance projection be included for each fund, in addition to the General Fund, established by the City. The other funds, discussed below, include the Special Revenue Fund, Capital Projects Fund, Enterprise Fund, and Internal Services Fund.

Governmental Funds			Proprietary Funds		
	Special Revenue Fund	Capital Projects Fund <sup>4</sup>		Enterprise Fund (Recycling Fund) <sup>5</sup>	Internal Service Fund (Equipment Replacement Fund)
Beginning Fund Balance 7/1/01 <sup>1</sup>	\$12,589,293	\$61,671,985	Beginning Net Assets 7/1/02	\$1,304,635	\$16,889,251
Plus FY 2002 Budget Revenues <sup>2</sup>	\$72,653,507	\$50,134,644	Plus FY 2002 Budget Revenues	\$179,407	\$3,782,411
Less FY 2002 Budgeted Expenditures <sup>2</sup>	\$72,653,507	\$53,527,463	Less FY 2002 Budgeted Expenses	\$733,062	\$4,117,649
Projected Fund Balance 6/30/02	\$12,589,293	\$58,278,866	Projected Net Assets 6/30/02	\$750,980	\$16,554,013
Plus FY 2003 Budget Revenues <sup>3</sup>	\$74,425,612	\$54,478,360	Plus FY 2003 Budget Revenue	\$0	\$3,891,653
Less FY 2003 <sup>3</sup> Budgeted Expenditures	\$74,425,612	\$112,757,226	Less FY 2003 Budgeted Expenses	\$750,980	\$5,435,262
Projected Fund Balance 6/30/03	\$12,589,293	N/A	Projected Net Assets 6/30/03	\$0	\$15,010,404

/1 City of Alexandria, Virginia, Comprehensive Annual Financial Report, Fiscal Year Ended June 30, 2001

/2 City of Alexandria, Virginia, Approved Operating Budget, Fiscal Year 2002

/3 City of Alexandria, Virginia, Projected Operating Budget, Fiscal Year 2003

/4 In all likelihood a large portion of Capital Projects will not be expended in FY 2002 and FY 2003, as many capital projects are multi-year in execution.

/5 Assumes planned phase out of the Enterprise Fund at the end of Fiscal Year 2003.

- The Special Revenue Fund accounts for resources restricted to expenditures for specified purposes (for example, State and federal grants). As of June 30, 2001, the Special Revenue Fund unreserved fund balance was \$12,589,293. Because monies budgeted within the Special Revenue Fund are generally legally restricted to specific activities or programs, these monies are not considered available for appropriation to meet general expenditure requirements. Unexpended Special Revenue Fund monies are generally due to intergovernmental grant timing differences (e.g., a grant awarded to the City for a program operated under the federal fiscal year of October 1 to September 30), and remaining Special Revenue funds at June 30 are reappropriated for use in the subsequent City fiscal year for the continuation of the designated programs. The total projected Special Revenue Fund fund balance, for GFOA reporting purposes, as of June 30, 2003, is \$12,589,293.
- The Capital Projects Fund accounts for all financial resources used for the acquisition or construction of major capital facilities not being financed by proprietary funds. As of June 30, 2001, the Capital Projects Fund had a total fund balance of \$61,671,985. This funding is dedicated to the completion of approved capital projects, and is therefore not available to meet general expenditure requirements. The total projected Capital Projects Fund fund balance as of June 30, 2003, would be \$0 assuming all budgeted capital projects are initiated and completed. Given implementation issues and plans and their multi-year nature, many of these capital projects will not be completed by June 30, 2003.
- The Enterprise Fund accounts for operations that are financed in a manner similar to private business enterprises, where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The FY 2003 budget includes one Enterprise Fund: the Recycling Fund, which is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling programs. Because the City has implemented GASB Statement No. 34, *Basic Financial Statements- and Management's Discussion and Analysis - for State and Local Governments* Proprietary Funds now reflect Net Assets. As of June 30, 2000, the Total Net Assets for the Recycling Enterprise Fund were \$1,304,635. This Fund will be discontinued at the end of FY 2003, and as of June 30, 2003, the projected Enterprise Fund Total Net Assets for GFOA reporting purposes are \$0.
- The Internal Services Fund accounts for the financing of goods or services provided by one department to other departments or agencies of the City on a cost-reimbursement basis. The City established the Equipment Replacement Fund for purposes of providing for the accumulation of money to replace capital equipment items used in City operations. This fund derives its revenues from periodic equipment rental charges assessed to the user departments in the governmental funds. These revenues are then used to finance depreciation charges and associated expenditures to replace capital equipment. As of June 30, 2001, the Equipment Replacement Internal Services Fund had Total Net Assets of \$16,889,251. Equipment Replacement monies are accrued for the scheduled replacement of capital equipment, and thus are not available for appropriation to meet general expenditure requirements. The projected Equipment Replacement Fund Total Net Assets, for GFOA reporting purposes, as of June 30, 2003 is \$15,010,404. It should be noted that the bulk of the Net Assets represents the value of equipment (such as refuse collection vehicles and police cars) currently in use within the City government.

All tax revenues and most other revenues -- with the notable exception of State and federal grants -- are budgeted and accounted for in the General Fund. Likewise, all expenditures funded by General Fund revenues are budgeted as direct General Fund expenditures.

This "direct" treatment of expenditures is a concession to a more informative budget presentation. Technically, certain expenditures funded by General Fund revenues -- specifically, grant matches and the City appropriation to the Alexandria City Public Schools -- are accounted for as "transfers out" of the General Fund, "transfers in" to Special Revenue Funds and "expenditures" of Special Revenue Funds. Conceptually, however, these are expenditures of General Fund revenues.

In contrast with the accounting for private enterprises, where the primary focus is the calculation of profits and losses, governmental accounting is directed toward expenditure control and budgetary compliance. The accounting system's budgetary control function is accomplished by incorporating budgetary accounts into fund ledgers and recording appropriations -- expenditure authorizations adopted by City Council. All appropriations are legally controlled at the department level for the General Fund and Special Revenue Funds.

Budgets are prepared for the Capital Projects Funds on a project basis that cover the life of the project. The Enterprise Fund and the Internal Service Fund are controlled at the total Net Assets level.

Appropriations are administratively controlled at the "character" level of expenditure -- personnel, non-personnel and capital outlays -- reflected in the budget document. The City Manager may, at any time, transfer any unencumbered appropriation within the budget of an office, department or agency. Transfers of appropriations between expenditure characters within the same department or agency budget must be approved by the City Manager (or his designees, the Finance Director and the Director of the Office of Management and Budget). Budget detail pages, showing the budget at the "sub-object" level are available for inspection during business hours in the Office of Management and Budget.

The City's budget follows the same basis of accounting used in preparation of the City's audited Comprehensive Annual Financial Report (CAFR), which is prepared in accordance with "Generally Accepted Accounting Principles" (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB) and the Auditor of Public Accounts of the Commonwealth of Virginia (APA). The budgets of the General, Special Revenue and Capital Projects Funds is prepared on the "modified accrual" basis of accounting. Under this method of accounting, revenues are recognized in the period that they become measurable and available. With respect to real and personal property tax revenue and other local taxes, the term "available" is limited to collection within forty-five days of the fiscal year-end. Federal and State reimbursement-type grants are recorded as revenue when related eligible expenditures are incurred. The budget and financial statements of the Proprietary Funds are presented on the accrual basis of accounting. Under this method of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred without regard to receipt or disbursement of cash.



## Summary of Changes in the General Fund Budget

For the Fiscal Years ending June 30, 2002 and June 30, 2003

FY 2002 Amended General Fund Budget		350,171,550
<b><u>Schools</u></b>		
School Board's requested increase in City General Fund support	5,063,491	
FY 2003 2.5% General Salary Adjustment	<u>2,600,000</u>	
<b>Total Schools</b>		7,663,491
<b><u>Compensation - Proposed Changes</u></b>		
FY 2003 2.5% General Salary Adjustment	3,750,000	
Health Insurance Adjustment	2,000,000	
Virginia Retirement Systems (VRS) Rate Reduction	-200,000	
Public Safety Pension Plan Funding	200,000	
Adjustments to City Pay Plan - Longevity Step	400,000	
Pay Overtime on an Hours-Paid Basis	365,000	
Seventh Day Double Overtime Elimination	<u>-150,000</u>	
<b>Total Proposed Compensation Changes</b>		6,365,000
<b><u>Non-Personnel and Base Budget</u></b>		
Cash Capital Funding for CIP	1,980,000	
Debt Service	1,467,028	
Net Increase in General Contingent to \$950,000	277,796	
State Aid Reduction Contingent	1,500,000	
Towing and Impound Costs	96,000	
Various Base Budget Changes Including Merit In Step Increases	<u>1,834,318</u>	
<b>Total Non-Personnel Changes</b>		7,155,142
<b><u>Legislative, Executive and General Government</u></b>		
Part-time to Full-time, Temporary to Permanent Positions in Finance	32,337	
Additional Personnel Clerk	35,438	
New Retirement Administrator Position	80,000	
Increase in Training and Tuition Reimbursement Programs	106,000	
Human Rights Investigation Support	<u>30,000</u>	
<b>Total Legislative, Executive and General Government Changes</b>		283,775
<b><u>Public Safety</u></b>		
Additional Ten Police Personnel and Associated Equipment	726,420	
Jail Health Services Contract	70,000	
Code Enforcement Aide to the Director	81,000	
Code Enforcement Fire System Retesting	165,410	
Additional Animal Shelter Funding	<u>152,340</u>	
<b>Total Public Safety Changes</b>		1,195,170

**Health & Welfare**

Expansion of the West Nile Virus Program	59,960	
DHS/Recreation Before and After School Consultant	50,000	
Decreases Due to Declining and Flat Caseloads	<u>-1,400,000</u>	
<b>Total Health &amp; Welfare</b>		<b>-1,290,040</b>

**Community Development**

Increase in Alexandria Convention and Visitors Association (ACVA) Funding	96,983	
Additional Division Chief Position in Planning and Zoning	100,000	
Affordable Housing Initiatives	<u>300,000</u>	
<b>Total Community Development</b>		<b>496,983</b>

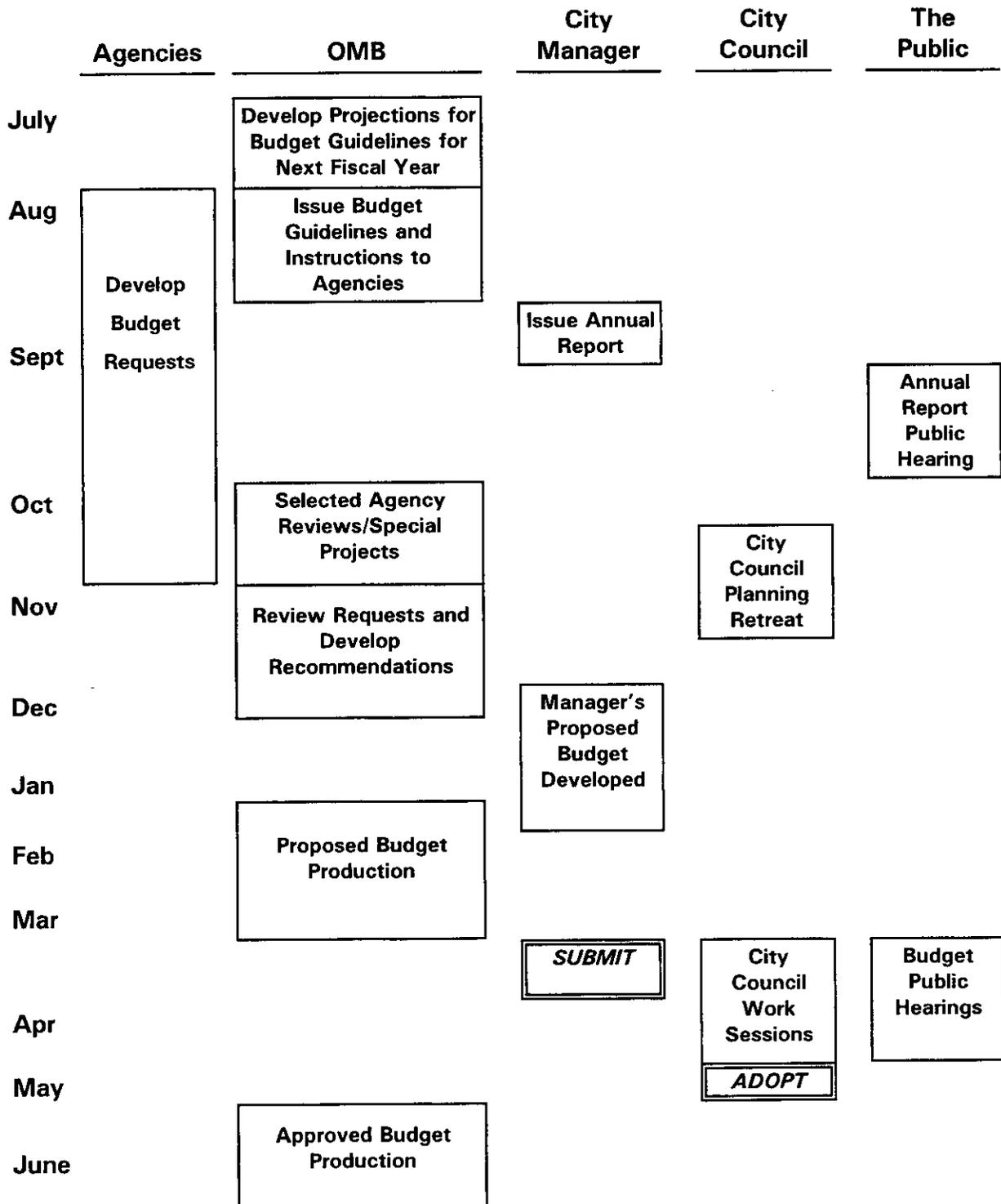
**Public Works**

One Inspector Overhire in T&ES Continued	48,912	
Dash Take Over of WMATA Bus Route 28C	-100,000	
Increased Transit Subsidies (WMATA, DASH, Paratransit)	<u>1,321,261</u>	
<b>Total Public Works</b>		<b>1,270,173</b>

<b>Total General Fund Changes</b>		<b><u>373,311,244</u></b>
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# City of Alexandria Budget Process

Fiscal Year runs from July 1 to June 30



## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### CITY GOVERNMENT

Date of Incorporation	1779
Date of City Charter	1922
Form of Government	Council - Manager
Number of Full-Time City Positions (FY 2003 Proposed)	2,276
Number of Full-Time Equivalent School Positions (FY 2003 Approved)	2,089

### PHYSIOGRAPHIC

<b>Land Area</b>	
Square Miles	15.75
Acres of Public Parks & Open Space	946.7
Total Acres of Parks and Open Space per 1,000 Population	7.4

**Elevation**                      30 Feet Above Sea Level

<b>Temperature</b>	
Average January Temperature	34.6°
Average July Temperature	80°

<b>Miles of Streets, Sidewalks &amp; Alleys</b>	
Streets:	
Paved - Lane miles	508.0
Unpaved	0.17
Sidewalks	319.5
Alleys, Paved	20.46

<b>Utilities</b>	
Telephone	Verizon, Comcast
Electric	Dominion Virginia Power
Gas	Washington Gas
Water	Virginia-American Water Company
Sewer	Alexandria Sanitation Authority
Cable	Comcast

### ECONOMIC INDICATORS

<b>Persons Employed on Alexandria Job Sites*</b>	
4 <sup>th</sup> Quarter Average 2000	94,195
4 <sup>th</sup> Quarter Average 1999	90,093
4 <sup>th</sup> Quarter Average 1998	87,424

\*Includes workers covered by State unemployment insurance.

### ECONOMIC INDICATORS, continued

<b>Largest Private Employers (July 2001)</b>	
INOVA Alexandria Hospital	1,600
Institute for Defense Analysis	900
Boat Owner's Association of the U.S.	632
Public Broadcasting System (PBS)	600

<b>Largest Public Employers (July 2001)</b>	
U.S. Department of Defense	
Civilian	4,624
Military	3,478
City of Alexandria	2,229
Alexandria Public Schools	2,083
WMATA (Metro)	1,495
Northern Virginia Community College	952
U.S. Department of Agriculture	659
U.S. Postal Service - Alexandria	423

<b>Alexandria Employment</b>			
	<u>1<sup>st</sup> Qtr '00</u>	<u>1<sup>st</sup> Qtr '01</u>	<u>%Change</u>
Construction	2,885	3,067	+6.3
Manufacturing	2,205	1,980	-10.2
Transportation, Communications, Utilities	3,551	3,784	+6.6
Trade	17,038	17,198	+0.9
Finance, Insurance, Real Estate	5,798	5,919	+2.1
Services	41,364	43,195	+4.4
Government	15,316	16,200	+5.8
Agriculture & Mining Related	603	411	-31.8

<b>Unemployment Rate 12/00 12/01 % Change</b>			
Alexandria	1.3%	3.2%	+146.2
Virginia	1.9%	3.6%	+89.5
U.S.	3.7%	5.8%	+56.8

<b>Retail Sales (in thousands)</b>			
	<u>3<sup>rd</sup> Qtr '00</u>	<u>3<sup>rd</sup> Qtr '01</u>	<u>% Change</u>
Alexandria	\$492,709	\$488,985	-0.8
Virginia	\$16,757,581	\$17,085,694	+2.0

<b>Tourism</b>			
	<u>12/00</u>	<u>12/01</u>	<u>% Change</u>
Number of Hotel/ Motel Rooms	3,694	3,774	+2.2
Occupancy Rate	67.8%	56.6%	-16.5
Average Daily Rate	\$97.59	\$94.93	-2.7

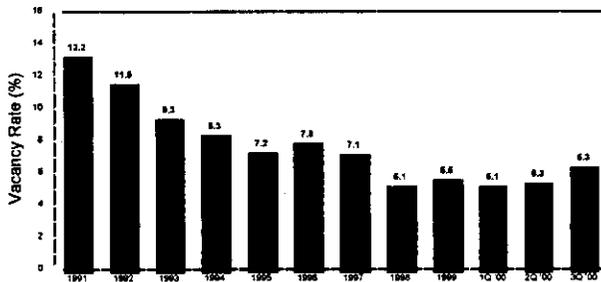
## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### ECONOMIC INDICATORS, continued

#### Office Vacancy Rate

	3rd Qtr '00	3rd Qtr '01	% Change
Alexandria	6.3%	8.6%	+36.5

#### Commercial Property Vacancy Rates CY 1991 - 2000



#### Taxes

##### Real Property Tax Rate

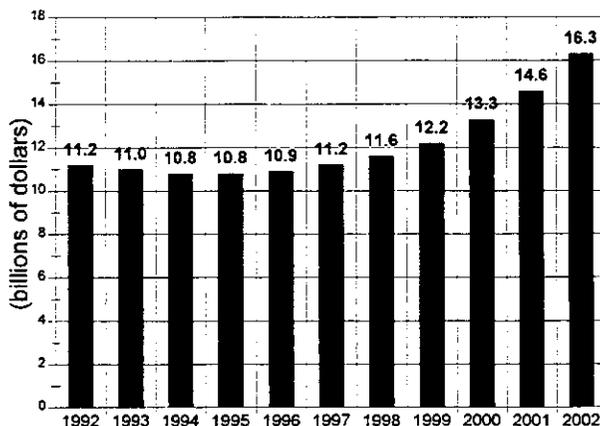
FY 2003 (Proposed)	\$1.09 per \$100 assessed value
FY 2002 (Approved)	\$1.11 per \$100 assessed value

##### Personal Property Tax Rate

FY 2003 (Proposed)	\$4.75 per \$100 assessed value
FY2002 (Approved)	\$4.75 per \$100 assessed value

FY 2003 Value of one-cent per calendar year on the Real Property Tax Rate Approx. \$1.59 million

#### Total Assessed Value of Real Property Calendar Year 1992 - 2002



### ECONOMIC INDICATORS, continued

#### City Finances

##### Bond Ratings

Moody's Investors Service, Inc.	Aaa
Standard & Poor's	AAA

##### Budgets

FY'03 Total Operating Budget	\$454,491,139
General Fund Budget	\$373,311,244
Special Revenue Fund*	\$74,993,653
Other Funds and Financing Sources	\$6,186,242

\*Includes Federal and State Grants.

### DEMOGRAPHICS

#### Population

FY 2003 (estimate)	134,242
2000 U.S. Census	128,283
1990 U.S. Census	111,183

#### Households

2001 Estimate	64,422
2000 U.S. Census	61,889
1990 U.S. Census	53,280

#### Average Household Size

2000 U.S. Census	2.04 persons
1990 U.S. Census	2.04 persons

#### Age (2000 Population)

(1-19)	23,376
(20-34)	42,490
(35-64)	50,812
(65 +)	11,605

#### Race and Ethnicity

	(2000 Census)
White (Non-Hispanic)	53.7%
African American	22.2%
Hispanic (all races)	14.7%
Asian & Pacific Islander	5.7%
Other and Multiple Races	3.5%
American Indian & Alaskan Native	0.2%
Total*	100%

\* Percentage column does not sum to the total shown due to rounding.

## CITY OF ALEXANDRIA, VIRGINIA FACTS AND FIGURES

### DEMOGRAPHICS, continued

<b>Median Household Income - 2001 Estimate</b>	
Alexandria	\$70,273
Northern Virginia	\$83,886
Virginia	\$47,376
1990 U.S. Census - Alexandria	\$41,472

<b>Per Capita Income</b>	
2002 - Alexandria (Estimate)	\$57,429
1999 - Alexandria	\$49,609
Washington Region*	\$38,403
Virginia	\$29,794
U.S.	\$28,546
1990 - Alexandria	\$31,789

\* Washington Region = DC, MD, VA, WV (PMSA)

<b>Median Family Income</b>	
2001 Estimate - Alexandria	\$82,781
Virginia	\$53,655

<b>Registered Voters</b>	
December 31, 2001	77,012
December 31, 2000	76,005
December 31, 1990	57,614

Source: City of Alexandria Approved Budget Documents

<b>Housing</b>	
<b>Housing Units - June, 2001</b>	
Single-family Homes	21,052
Condominiums*	14,440
Rental apartments (est.)	30,933
<b>Total</b>	<b>66,425</b>

\* Townhouse condos are counted as single-family homes.

<b>Housing Units by Occupancy</b>		
	Owner	Renter
2000 U.S. Census	40%	60%

<b>Average Assessed Value (2002)*</b>	
All Residential Units	\$247,980
Single-family Homes	\$333,344
Condominiums**	\$135,625

\* Includes new construction.

\*\* Townhouse condos are counted as single-family homes.

### DEMOGRAPHICS, continued

<b>Average Market Rents</b>		<b>2001</b>	<b>2000</b>
Efficiency		\$782	\$738
1 Bedroom Apartment		933	878
2 Bedroom Apartment		1,176	1,070
3 Bedroom Apartment		1,341	1,176

#### **Median Assessed Value of Homes and Condominiums (2001)**

<u>Assessed Value</u>	<u>Units</u>	<u>Total Value</u>	<u>Median</u>
Less than \$100,000	8,901	\$625,963,600	\$94,400
\$100,000-\$149,999	6,591	\$815,455,800	\$117,800
\$150,000-\$174,999	1,991	\$309,544,200	\$152,700
\$175,000-\$199,999	2,445	\$458,425,300	\$197,200
\$200,000-\$249,999	4,759	\$1,062,489,200	\$219,800
\$250,000 and over	10,520	\$4,292,044,700	\$357,500

Source: Real Estate Assessor

### EDUCATION

<b>Public School Membership</b>	
September, 2002 (Estimate)	11,313
September, 2001	11,104
September, 2000	11,167
September, 1990	9,488

<b>Student Profile</b>	<b>9/01 Membership</b>	<b>Percent</b>
African American	4,908	44.2
Hispanic	2,954	26.6
White	2,498	22.5
Asian/Pacific Islander	711	6.4
American Indian/ Alaskan Native	<u>33</u>	<u>0.3</u>
<b>Total</b>	<b>11,104</b>	<b>100%</b>

#### **Budget**

FY 2003 Total Schools Budget	\$147,750,167
Expenditures per Pupil Enrolled*	\$15,075

\* Includes both Operating and Capital Costs.

Source: All of the above education information provided by the Alexandria City Public Schools FY 2003 Approved Budget.



## Statement of Total Expenditures

	Amended FY 2002/1	Proposed FY 2003	Percentage Change (Approved to Proposed)
<b>General Fund</b>			
City Total Operating Expenditures/1	\$214,610,295	\$226,639,470	5.6%
City Appropriation to the Schools	107,269,189	114,932,680	7.1%
<b>Capital Projects</b>			
Debt service	16,272,066	17,739,094	9.0%
Capital Projects	12,020,000	14,000,000	16.5%
<b>Total General Fund Budget</b>	<b><u>\$350,171,550</u></b>	<b><u>\$373,311,244</u></b>	<b>6.6%</b>
Special Revenue Fund/2	\$72,653,507	\$74,425,612	2.4%
Internal Services Fund/3	\$4,117,649	\$5,435,262	32.0%
Community Recycling Enterprise Fund/4	\$733,062	\$750,980	2.4%
Component Unit (Schools) Fund/5	<u>\$2,017,801</u>	<u>\$568,041</u>	(71.8%)
<b>Total Other Funds Budget</b>	<b><u>\$79,522,019</u></b>	<b><u>\$81,179,895</u></b>	<b>2.1%</b>
<b>Total City and Schools All Funds Operating Budget</b>	<b><u>\$429,693,569</u></b>	<b><u>\$454,491,139</u></b>	<b>5.8%</b>

- /1 The FY 2002 General Fund budget reflects an additional \$813,730 in debt service, resulting from the acceleration of the bond issuance originally planned for sale in June 2002. The additional debt service will be fully financed by additional bond interest earnings.
- /2 The Special Revenue Fund accounts for federal, State and other grant revenue that is restricted to a specific program.
- /3 The Equipment Replacement Internal Services Fund accounts for revenues (equipment rental charges assessed to user departments as part of departmental operating budgets), depreciation charges and associated expenditures to replace vehicles and capital equipment. Equipment replacement monies are accrued for the scheduled replacement of vehicles and capital equipment and are not available for appropriation to meet general expenditure requirements.
- /4 The Community Recycling Enterprise Fund is a self-supporting fund that is used to account for the expenditures and revenues (sales of recyclable materials) associated with the City's refuse recycling and residential curb-side recycling programs. For additional information, please see the budget description for the Department of Transportation and Environmental Services.
- /5 The FY 2003 Proposed Budget includes the Schools' appropriation of \$568,041 from the Alexandria City Public Schools component unit fund balance.

Share of FY 2003 Proposed Budget by Department/1

Department	Proposed General Fund Expenditures	As a Percent of General Fund	Proposed General & Special Revenue Fund Expenditures	As a Percent of Total Expenditure
Schools	\$114,932,680	30.8%	\$147,750,167	32.5%
Police	36,688,885	9.8%	38,430,559	8.5%
Fire	26,012,608	7.0%	27,500,108	6.1%
Transportation and Environmental Services	20,216,807	5.4%	22,008,999	4.8%
Sheriff	17,099,690	4.6%	18,707,715	4.1%
Human Services	14,908,611	4.0%	39,815,114	8.8%
Recreation, Parks and Cultural Activities	14,388,008	3.9%	14,979,995	3.3%
Capital Projects (cash capital)	14,000,000	3.8%	14,000,000	3.1%
Mental Health, Mental Retardation, and Substance Abuse	10,348,369	2.8%	21,936,449	4.8%
General Services	8,860,353	2.4%	8,860,353	2.0%
Transit Subsidies	8,227,778	2.2%	8,227,778	1.8%
Finance	6,840,882	1.8%	6,904,182	1.5%
Health	6,775,984	1.8%	6,814,984	1.5%
Information Technology Services	5,837,814	1.6%	6,602,814	1.5%
Library	5,155,516	1.4%	5,509,982	1.2%
Other Correctional and Justice Activities	3,236,126	0.9%	3,568,576	0.8%
Planning and Zoning	2,983,379	0.8%	2,983,379	0.7%
Historic Alexandria	2,088,683	0.6%	2,282,004	0.5%
Personnel Services	2,165,105	0.6%	2,171,105	0.5%
Other Planning Activities	2,169,245	0.6%	2,169,245	0.5%
Commonwealth's Attorney	2,053,821	0.6%	2,435,226	0.5%
City Manager	1,767,042	0.5%	1,767,042	0.4%
Clerk of Courts	1,296,674	0.4%	1,296,674	0.3%
City Attorney	1,366,610	0.4%	1,366,610	0.3%
18th Circuit Court	1,133,531	0.3%	1,133,531	0.3%
Human Services - Children's Fund	1,003,632	0.3%	1,003,632	0.2%
Housing	1,292,279	0.4%	3,077,653	0.7%
Real Estate Assessments	953,600	0.3%	953,600	0.2%
Office on Women	976,489	0.3%	1,365,903	0.3%
Human Services - Community Partnership Fund	875,500	0.2%	875,500	0.2%
Management and Budget	890,169	0.2%	890,169	0.2%
Registrar of Voters	873,502	0.2%	873,502	0.2%
Citizen Assistance	522,286	0.1%	527,686	0.1%
Court Service Unit	579,950	0.2%	828,267	0.2%
City Council	450,310	0.1%	450,310	0.1%
City Clerk and Clerk of Council	323,348	0.1%	323,348	0.1%
Human Rights	334,122	0.1%	359,122	0.1%
Other Recreation Activities	222,433	0.1%	222,433	0.1%
Internal Audit	193,463	0.1%	193,463	0.0%
18th General District Court	85,493	0.0%	85,493	0.0%
Law Library	62,820	0.0%	120,820	0.0%
Juvenile and Domestic Relations Court	33,948	0.0%	33,948	0.0%
Other Educational Activities	13,246	0.0%	13,246	0.0%
<b>Subtotal Agencies and Departments/2</b>	<b>\$340,240,791</b>	<b>91.1%</b>	<b>\$421,420,686</b>	<b>92.7%</b>

/1 Please note: The proposed FY 2003 budgets for individual City departments do not include funding for the proposed 2.5 percent cost of living adjustment. Funding for the proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

/2 Percentage columns may not sum to the subtotals shown due to rounding.

Share of FY 2003 Proposed Budget by Department/1

<u>Department</u>	<u>Proposed General Fund Expenditures</u>	<u>As a Percent of General Fund</u>	<u>Proposed General and Special Revenue Fund Expenditures</u>	<u>As a Percent of Total Expenditures</u>
Other Expenditures				
Insurance, City Memberships, Tax Rebates and Other	\$14,381,359	3.9%	\$14,381,359	3.2%
General Debt Service	17,739,094	4.8%	17,739,094	3.9%
Contingent Reserves	950,000	0.3%	950,000	0.2%
Subtotal Other Expenditures/2	<u>\$33,070,453</u>	<u>8.9%</u>	<u>\$33,070,453</u>	<u>7.3%</u>
GRAND TOTAL	<u>\$373,311,244</u>	<u>100.0%</u>	<u>\$454,491,139</u>	<u>100.0%</u>

/1 Please note: The proposed FY 2003 budgets for individual City departments do not include funding for the proposed 2.5 percent cost of living adjustment. Funding for the proposed compensation adjustments is budgeted in the non-departmental account and will be transferred to individual agency budgets pending Council approval in May.

/2 Percentage columns may not sum to the subtotals shown due to rounding.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001/1 (1)	AMENDED FY 2002/2 (2)	PROPOSED FY 2003 (3)	
<u>LEGISLATIVE &amp; EXECUTIVE</u>				
City Council	394,043	450,344	450,310	450,310
City Manager/3	1,568,835	1,642,481	1,767,042	1,767,042
City Attorney	1,327,155	1,339,873	1,366,610	1,366,610
City Clerk	300,309	321,994	323,348	323,348
<b>TOTAL - LEGISLATIVE &amp; EXECUTIVE</b>	<u><u>3,590,342</u></u>	<u><u>3,754,692</u></u>	<u><u>3,907,310</u></u>	<u><u>3,907,310</u></u>

- /1 The FY 2001 Actual expenditures reflect the information reported in the FY 2001 Comprehensive Annual Financial Report.
- /2 The FY 2002 Amended budget reflects an additional \$813,730 in debt service, resulting from the acceleration of \$24.0 million of the City bond issuance in the June 2001 bond issuance (\$54.5 million total). The FY 2002 Amended budget does not reflect changes to the budget that took place after the beginning of the fiscal year. For supplemental appropriations and transfer details (Contingent Reserves and Inter-departmental transfers), refer to the summary for each department.
- /3 During FY 2002 a Public Affairs Specialist position and the budget for the planned City Manager's Community newsletter were transferred from the Office of Citizen Assistance to the City Manager's Office. The details of this transfer are described in the department summary of the City Manager's Office.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>COURTS &amp; CONSTITUTIONAL OFFICERS</u>				
18 <sup>th</sup> Circuit Court	957,306	1,112,317	1,133,531	1,133,531
Court Service Unit	452,165	558,199	579,950	828,267
Juvenile & Domestic Relations Court	40,244	34,024	33,948	33,948
18 <sup>th</sup> General District Court	90,402	91,343	85,493	85,493
Clerk of Courts	1,311,971	1,295,195	1,296,674	1,296,674
Commonwealth's Attorney/1	1,721,139	1,926,436	2,053,821	2,435,226
Law Library	57,921	61,592	62,820	120,820
Registrar of Voters	815,475	738,422	873,502	873,502
Other Public Safety & Justice Activities/2	2,831,584	3,003,838	3,236,126	3,568,576
Office of Sheriff/3	15,789,300	16,557,540	17,099,690	18,707,715
<b>TOTAL - COURTS &amp; CONSTITUTIONAL OFFICERS</b>	<u><u>24,067,507</u></u>	<u><u>25,378,906</u></u>	<u><u>26,455,555</u></u>	<u><u>29,083,752</u></u>

- /1 In FY 2002, the Commonwealth's Attorney received a new Community Prosecution Grant in the amount of \$130,455, two additional positions were added and are funded by the grant. In addition, the City Manager approved the addition of an Assistant Commonwealth's Attorney as an overhire position. The FY 2003 proposed budget includes recommended supplemental funding to convert the overhire position to a full time permanent City position.
- /2 The FY 2003 proposed budget includes a \$171,275 increase for operating costs and staffing needs at the new Vola Lawson Animal Shelter scheduled for opening in the Spring of 2002.
- /3 The FY 2003 proposed budget includes supplemental funding for overtime (\$141,000) and 9 temporary positions to provide perimeter security at the Public Safety Center (\$523,872). Federal funds are projected to reimburse the City for these costs.

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>GENERAL GOVERNMENT</u>				
Citizen Assistance/1	539,431	628,695	522,286	527,686
Finance/2	6,663,267	6,703,739	6,840,882	6,904,182
Internal Audit	175,403	189,899	193,463	193,463
General Services/2	8,782,414	8,852,844	8,860,353	8,860,353
Office on Women/3	857,588	925,697	976,489	1,365,903
Human Rights Office/4	259,498	292,649	334,122	359,122
Management and Budget	737,399	894,337	890,169	890,169
Information Technology Services/2	5,775,966	5,711,401	5,837,814	6,602,814
<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<u>23,790,966</u>	<u>24,199,261</u>	<u>24,455,578</u>	<u>25,703,692</u>

- /1 The FY 2002 budget includes an increase of \$55,019 to fund a Public Affairs Specialist and to produce the planned City Manager's community newsletter for the City's Outreach Program and "welcome packages" for new City residents. During FY 2002 this position and the newsletter budget were transferred to the City Manager's Office. The details of this transfer and the fiscal impacts are described in the summaries of each department.
- /2 In FY 2002 the maintenance of the City's telecommunications was transferred from the General Services Department. One position will be transferred to the Accounting Division of the Finance Department to handle the billing component and two positions will be transferred to the Information Technology Services Department to handle maintenance of the City's telecommunications system. The details of this transfer and the fiscal impacts are described in the summaries of each department.
- /3 FY 2003 includes recommended supplemental funding (\$35,000) for a Teen Pregnancy Prevention Coordinator.
- /4 FY 2003 includes recommended supplemental funding (\$30,000) to increase Human Rights Investigation staffing levels.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<b><u>GENERAL GOVERNMENT</u></b>				
<b>Non-Departmental</b>				
General Debt Service/1	12,638,385	16,272,066	17,739,094	17,739,094
Insurance, City Memberships, Tax Rebates and Other/2	6,410,525	7,376,749	14,381,359	14,381,359
Contingent Reserves	0	1,450,000	950,000	950,000
Personnel Services/3	1,851,631	1,969,229	2,165,105	2,171,105
Real Estate Assessments	871,571	947,458	953,600	953,600
<b>SUBTOTAL - GENERAL GOVERNMENT</b>	<b><u>21,772,112</u></b>	<b><u>28,015,502</u></b>	<b><u>36,189,158</u></b>	<b><u>36,195,158</u></b>
<b>TOTAL - GENERAL GOVERNMENT</b>	<b><u>45,563,078</u></b>	<b><u>52,214,763</u></b>	<b><u>60,644,736</u></b>	<b><u>61,898,850</u></b>

- /1 The FY 2001 debt service is amended to reflect an additional \$813,730 in debt service costs, resulting from the acceleration by \$24 million of the City bond issue originally planned for June 2002. The additional debt service will be financed with bond interest earnings.
- /2 FY 2003 includes increased funding for a State Aid contingency (\$1,500,000), a Health Insurance Premium increase contingency (\$2,000,000), 2.5% a cost of living adjustment for City employees (\$3,750,000), a longevity step "O" (\$425,000), training (\$50,000), tuition reimbursement (\$50,000), charges for towing and impound services (\$96,000), and changes to reform the City's overtime policies to make them more equitable (\$365,000). These increases are offset by savings from a Virginia Retirement System rate reduction from 1% to .75% (\$200,000) and additional changes to overtime policies (\$165,000).
- /3 FY 2003 includes recommended supplemental funding for a Personnel Clerk III (\$33,078), a Retirement Administrator (\$80,000) and training initiatives (\$56,000).

## Expenditure Summary

DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>OPERATING AGENCIES</u>				
Fire/1	23,704,886	25,388,689	26,012,608	27,500,108
Police/2	32,896,631	35,268,564	36,688,885	38,430,559
Health	6,093,482	6,609,445	6,775,984	6,814,984
Human Services/3	14,104,596	16,304,192	14,908,611	39,815,114
Children's Fund	1,019,223	1,003,632	1,003,632	1,003,632
Community Partnership Fund for Human Services	850,350	875,500	875,500	875,500
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u><u>78,669,168</u></u>	<u><u>85,450,022</u></u>	<u><u>86,265,220</u></u>	<u><u>114,439,897</u></u>

- /1 The FY 2002 approved budget included \$543,344 for the addition of a 5<sup>th</sup> medic unit; and \$209,717 for 4 over hire Construction Inspectors in Code Enforcement. The FY 2003 proposed budget includes recommended supplemental funding for 5 additional positions in Code Enforcement, including an Aide to the Director position and 4 positions to staff a Fire Protection System Retesting Program, which will be partially offset by retesting fees in the initial year. In subsequent years the Retesting Program will be completely self-sufficient.
- /2 The FY 2002 approved budget included \$328,551 to continue funding the Domestic Violence Intervention Program (DVIP) and to retain 5 positions to administer the program, formerly funded with grant proceeds; \$263,163 to continue the Gridlock Reduction Intervention Program (GRIP); and \$87,000 to continue the Red Light Camera Program. In fall 2001, an Office of Intelligence and Internal Security was established through the conversion of 3 Parking Enforcement Officers to Sworn Police Officers and absorbed in the approved FY 2002 budget. Funding in the amount of \$93,200 is included in the FY 2003 proposed budget to continue this operation. The FY 2003 proposed budget includes recommended supplemental funding (\$522,220) to increase the number of sworn Police Officers by 9 to address and maintain the staffing levels of sworn officers; to maintain current response times for service; and address the heightened security needs of the City; and the addition of 1 civilian Contracts Specialist position in the Fiscal/Fleet Division. Additional supplemental funding (111,000) is recommended for vehicles and equipment for 4 officers.
- /3 The FY 2002 approved budget includes funding for 3 new positions in the Family Services Division; 4 new positions based on the report issued by the Child Welfare League of America; \$200,000 to more adequately fund before and after school care programs; \$300,000 to provide the local funding level needed for the Alexandria Community Policy Management Team (ACPMT); \$162,638 to increase the hourly wage paid to Companion Aides; and \$12,649 to convert a part-time positions to full-time at the Alexandria Residential Care Home. The FY 2003 proposed budget reflects decreases (\$1.4 million) attributable to flat or declining caseloads in the Child Care Fee System and within the ACPMT budget.

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>OPERATING AGENCIES</u>				
Housing/1	824,123	985,874	1,292,279	3,077,653
Planning and Zoning/2	2,181,467	2,805,283	2,983,379	2,983,379
Other Planning and Economic Development Activities	1,788,593	2,052,948	2,169,245	2,169,245
Historic Alexandria/3	2,011,398	2,047,651	2,088,683	2,282,004
Mental Health, Mental Retardation and Substance Abuse	<u>8,747,061</u>	<u>10,158,719</u>	<u>10,348,369</u>	<u>21,936,449</u>
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u><u>15,552,642</u></u>	<u><u>18,050,475</u></u>	<u><u>18,881,955</u></u>	<u><u>32,448,730</u></u>

- /1 The proposed FY 2003 budget includes recommended supplemental funding (\$300,000) for the development of affordable sales and rental housing through activities such as acquisition and rehabilitation of existing housing, land acquisition, housing construction, pre-development costs, feasibility studies, and infrastructure subsidies.
- /2 During FY 2002 an Urban Planner position was added using contingent reserves money. The FY 2003 proposed budget includes recommended supplemental funding for an additional Division Chief (\$100,000).
- /3 The FY 2003 proposed budget includes recommended supplemental funding for a Museum Aide position at Gadsby's Tavern Museum. The position will be entirely supported by museum revenues (\$33,077).

## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>OPERATING AGENCIES</u>				
Recreation, Parks and Cultural Activities/1	12,873,922	13,792,894	14,388,008	14,979,995
Other Recreation Activities	190,467	196,877	222,433	222,433
Library/2	4,242,108	5,032,874	5,155,516	5,509,982
Transit Subsidies/3	7,064,204	7,006,517	8,227,778	8,227,778
Transportation and Environmental Services	19,921,464	19,991,418	20,216,807	22,008,999
<b>SUBTOTAL - OPERATING AGENCIES</b>	<u>44,292,165</u>	<u>46,020,580</u>	<u>48,210,542</u>	<u>50,949,187</u>
<b>TOTAL - OPERATING AGENCIES</b>	<u>138,513,975</u>	<u>149,521,077</u>	<u>153,357,717</u>	<u>197,837,814</u>

/1 During FY 2002, 4 positions were added using funds set aside in Contingent Reserves for Park Maintenance. The FY 2003 proposed budget includes recommended supplemental funding (\$40,639) to begin a Spring/Summer Soccer Camp at Chinguapin Recreation Center, to be offset entirely with program generated revenue (\$67,000), projected to be in excess of program costs.

/2 The FY 2003 proposed budget includes a \$1,100,874 increase in the City's General Fund subsidy of WMATA bus and rail operating costs due to an increase in WMATA bus and rail operating costs and a reduction in Alexandria balances and credits budgeted as revenues to offset the General Fund expenditures; a \$216,170 increase in the City's General Fund subsidy of DASH bus operating costs, and a \$100,000 savings from DASH taking over operating of a King Street Metro Station to Northern Virginia Community College bus route currently operated by WMATA.

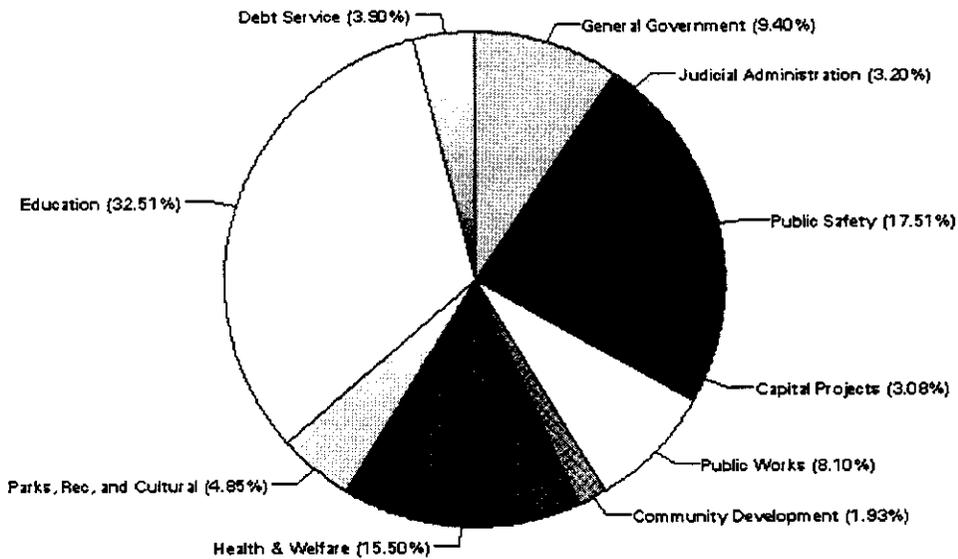
## Expenditure Summary

CLASSIFICATION DEPARTMENT/AGENCY	-----GENERAL FUND-----			PROPOSED TOTAL GENERAL FUND AND OTHER SOURCES (4)
	ACTUAL FY 2001 (1)	AMENDED FY 2002 (2)	PROPOSED FY 2003 (3)	
<u>EDUCATION</u>				
Schools/1	98,797,770	107,269,189	114,932,680	147,750,167
Other Educational Activities	13,017	12,923	13,246	13,246
<b>TOTAL - EDUCATION</b>	<u>98,810,787</u>	<u>107,282,112</u>	<u>114,945,926</u>	<u>147,763,413</u>
<u>CAPITAL IMPROVEMENTS</u>				
Capital Projects (Cash Capital)	27,297,193	12,020,000	14,000,000	14,000,000
<b>TOTAL - CASH CAPITAL</b>	<u>27,297,193</u>	<u>12,020,000</u>	<u>14,000,000</u>	<u>14,000,000</u>
 <b>GRAND TOTAL</b>	 <u>306,688,491</u>	 <u>320,801,862</u>	 <u>349,925,820</u>	 <u>429,447,839</u>

/1 The FY 2002 proposed General Fund appropriation to the Schools includes \$2,600,000 for compensation increases comparable to those approved for City employees. The FY 2003 proposed total all sources figure includes an appropriation of \$568,041 from the ACPS Component Unit fund balance as proposed by the School Board.

## FY 2003 Proposed Budget By Program (All Funds)

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The pie chart above presents the FY 2003 proposed budget for all City funds, categorized by program area. This type of programmatic information facilitates examination of the budget from a different perspective than the organizational scheme used in Sections V-IX of the document. This programmatic view of the proposed budget is included in the budget document at the request of the City Council's Budget and Fiscal Affairs Advisory Committee (BFAAC) as part of its on-going effort to examine and recommend improvements in the City's budget process.

The categorization scheme used in these program budget presentations is specified by the Auditor of Public Accounts (APA) of the Commonwealth of Virginia, and is used by the APA in the preparation of an annual State-wide comparative report of local government finances.

**FY 2003 PROPOSED BUDGET BY PROGRAM**

Proposed City of Alexandria, Virginia FY 2003 Budget	Executive Summary											
	Department	General Government	Judicial Administration	Public Safety	Cash Capital	Public Works	Community Development	Health & Welfare	Parks, Recreation & Culture	Education	Debt Service	Total
	City Council	450,310	0	0	0	0	0	0	0	0	0	450,310
	City Manager	1,767,042	0	0	0	0	0	0	0	0	0	1,767,042
	Citizen Assistance	527,686	0	0	0	0	0	0	0	0	0	527,686
	Office of Management & Budget	890,169	0	0	0	0	0	0	0	0	0	890,169
	Office On Women	1,365,903	0	0	0	0	0	0	0	0	0	1,365,903
	Human Rights	359,122	0	0	0	0	0	0	0	0	0	359,122
	18th Circuit Court	0	1,133,531	0	0	0	0	0	0	0	0	1,133,531
	18th General District Court	0	85,493	0	0	0	0	0	0	0	0	85,493
	Juvenile & Domestic Relations Court	0	33,948	0	0	0	0	0	0	0	0	33,948
	Commonwealth's Attorney	0	2,435,226	0	0	0	0	0	0	0	0	2,435,226
	Sheriff	0	5,052,567	13,655,148	0	0	0	0	0	0	0	18,707,715
	Clerk of the Circuit Court	0	1,296,674	0	0	0	0	0	0	0	0	1,296,674
	Law Library	0	120,820	0	0	0	0	0	0	0	0	120,820
	Other Public Safety & Justice Activities	0	3,568,576	0	0	0	0	0	0	0	0	3,568,576
	Court Service Unit	0	828,267	0	0	0	0	0	0	0	0	828,267
	Information Technology Svcs	6,602,814	0	0	0	0	0	0	0	0	0	6,602,814
	City Clerk & Clerk of Council	323,348	0	0	0	0	0	0	0	0	0	323,348
	Finance	6,904,182	0	0	0	0	0	0	0	0	0	6,904,182
	Internal Audit	193,463	0	0	0	0	0	0	0	0	0	193,463
	Real Estate Assessment	953,600	0	0	0	0	0	0	0	0	0	953,600
	Personnel	2,171,105	0	0	0	0	0	0	0	0	0	2,171,105
	Planning & Zoning	0	0	0	0	0	2,983,379	0	0	0	0	2,983,379
	Other Planning/Economic Development	0	0	0	0	0	2,169,245	0	0	0	0	2,169,245
	City Attorney	1,366,610	0	0	0	0	0	0	0	0	0	1,366,610
	Registrar of Voters	873,502	0	0	0	0	0	0	0	0	0	873,502
	General Services	2,651,463	0	0	0	6,208,890	0	0	0	0	0	8,860,353
	Transportation & Environmental Services	0	0	0	0	21,452,925	556,074	0	0	0	0	22,008,999
	Transit Subsidies	0	0	0	0	8,227,778	0	0	0	0	0	8,227,778
	Fire	0	0	27,500,108	0	0	0	0	0	0	0	27,500,108
	Police	0	0	38,430,559	0	0	0	0	0	0	0	38,430,559
	Housing	0	0	0	0	0	3,077,653	0	0	0	0	3,077,653
	MH/MR/SA	0	0	0	0	0	0	21,936,449	0	0	0	21,936,449
	Health	0	0	0	0	0	0	6,814,984	0	0	0	6,814,984
	Human Services	0	0	0	0	0	0	41,694,246	0	0	0	41,694,246
	Historic Alexandria	0	0	0	0	0	0	0	2,282,004	0	0	2,282,004
	Recreation, Parks, & Cultural Activities	0	0	0	0	946,566	0	0	14,033,429	0	0	14,979,995
	Other Recreational Activities	0	0	0	0	0	0	0	222,433	0	0	222,433
	Library	0	0	0	0	0	0	0	5,509,982	0	0	5,509,982
	Schools	0	0	0	0	0	0	0	0	147,750,167	0	147,750,167
	Other Educational Activities	0	0	0	0	0	0	0	0	13,246	0	13,246
	Non Departmental	15,331,359	0	0	14,000,000	0	0	0	0	0	17,739,094	47,070,453
	<b>Total</b>	<b>42,731,678</b>	<b>14,555,102</b>	<b>79,585,815</b>	<b>14,000,000</b>	<b>36,836,159</b>	<b>8,786,351</b>	<b>70,445,679</b>	<b>22,047,848</b>	<b>147,763,413</b>	<b>17,739,094</b>	<b>454,491,139</b>

## BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

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The Program Budget format was proposed by the Budget and Fiscal Affairs Advisory Committee (BFAAC) and approved by City Council on May 25, 1993. This format summarizes the total City budget using more specific object of expenditure groupings (expense categories) than those presented in the budget resources tables shown within each departmental description. OMB staff worked with BFAAC to develop the presentation of this format and BFAAC members requested that the total budget chart be presented on a single page. For FY 2003, OMB has adjusted the expense categories to reflect how they are defined in the City's budget and accounting system. In the areas of most significant expense, Salaries and Fringe Benefits, the categorical definitions are unchanged. Cash Capital, Debt Service, and Contingent Reserves are also unchanged. Categories of non-personnel operating expenses have been re-organized to reflect how budgeted expenditures are allocated by OMB and actual expenses are posted, tracked, and reported by Accounting. The following is a set of definitions of the categories presented in the BFAAC tables.

Salaries - Full-time, part-time, and seasonal employee salaries and overtime.

Fringe Benefits - Social security, retirement contributions, group life insurance, health insurance, allowances, unemployment, recruitment, employee assistance, long term disability, dental insurance, and transit benefits.

Contractual Services - Professional contract services for advertising, temporary services, health services, maintenance, landscaping, construction, architecture, engineering, and other consulting and contractual services.

Internal Services - City vehicle maintenance and in-house print services.

Commodities - Office, janitorial, and other operating supplies.

Office Furniture & Equipment - Purchases and lease charges.

Vehicular Equipment - Purchases and lease charges.

EDP Equipment - Computer (Electronic Data Processing) hardware and peripheral equipment purchases and lease charges.

Operational Equipment - Purchase and lease costs associated with other operating equipment.

Utilities - Electric, gas, water, and fuel oil charges at City owned facilities.

Travel and Education - Conference registrations and regional and long distance travel.

Leases & Rentals - Leased office space and vehicle and equipment rentals.

BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT

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Subsidies & Contributions - City contributions to non-profit public service providers, community partnerships, and public administration professional associations.

EDP Software Development - Computer software purchase and lease costs.

Other Charges - Waste-to-Energy Trust Fund expenditures, postal and messenger services, telecommunications, memberships and subscriptions, insurance, workers compensation, group health for retired employees, claims and liability insurance, pension supplements, bus discounts, day care, special events, legal expenses, client assistance payments, and other non-personnel expenditures.

Contingent Reserves - Funding set aside for unforeseen contingencies.

Cash Capital - The General Fund transfer to support the CIP.

Debt Service - Principal and interest payments on City debt obligations.

Enterprise Fund - DASH bus operating subsidy.

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2002 APPROVED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies <sup>1</sup>	Education <sup>2</sup>	Totals
Salaries <sup>3</sup>	\$2,689,826	\$14,903,704	\$15,601,122	88,465,749	\$93,405,031	\$215,065,432
Benefits <sup>3</sup>	621,447	4,761,042	6,731,376	26,681,529	25,906,012	64,701,406
Contract Support	82,822	1,898,686	5,487,515	14,022,602	5,534,205	27,025,830
Consultants	0	51,452	0	0	0	51,452
Facilities/Infrastructure <sup>4</sup>	30,500	450,776	2,196,189	10,952,826	37,000	13,667,291
Equipment	45,576	415,767	1,635,834	7,795,836	4,353,666	14,246,679
Office Supplies	27,300	75,688	80,941	329,483	24,800	538,212
Field Supplies	9,775	650,163	471,820	3,239,525	6,789,052	11,160,335
Training <sup>5</sup>	18,830	63,100	316,407	399,026	731,563	1,528,926
Telephone and Communications	38,941	202,756	258,457	1,386,553	0	1,886,707
Vehicle/Fleet/Fuel and Transportation <sup>6</sup>	30,472	34,891	1,049,926	796,171	64,500	1,975,960
Postage and Courier	15,685	38,290	255,789	205,248	0	515,012
Printing	65,750	74,309	313,256	331,945	3,500	788,760
Insurance	0	3,850	839,724	34,262	0	877,836
Transit Subsidies	0	0	0	4,082,830	0	4,082,830
Public and Private Partnerships <sup>7</sup>	26,600	2,792,296	68,522	8,075,744	12,923	10,976,085
Payments and Purchased Services for the Needy and Special Populations <sup>8</sup>	0	0	192,140	23,297,195	0	23,489,335
Other Charges <sup>9</sup>	51,168	597,451	216,048	1,729,629	4,112,886	6,707,182
Contingent Reserves <sup>10</sup>	0	0	1,450,000	666,233	0	2,116,233
Cash Capital	0	0	12,020,000	0	0	12,020,000
Debt Service	0	0	15,458,336	0	0	15,458,336
<b>Totals</b>	<b>\$3,754,692</b>	<b>\$27,014,221</b>	<b>\$64,643,402</b>	<b>\$192,492,386</b>	<b>\$140,975,138</b>	<b>\$428,879,839</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2002 APPROVED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

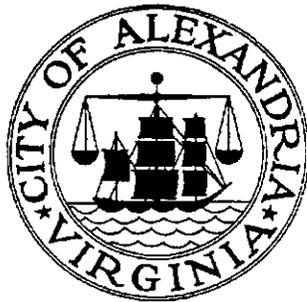
Expense Category	Fire	Police	Health	Human Services \11	Mental Health, Retardation & Substance Abuse	Housing	Planning & Zoning \12	Historic Alexandria	Recreation, Parks and Cultural Activities \13	Library	Transportation and Environmental Services \14	Totals
Salaries\3	\$16,580,851	\$23,117,754	\$783,025	\$10,863,240	\$13,459,269	\$1,056,824	\$1,895,163	\$1,355,039	\$8,166,309	\$3,029,121	\$8,159,154	\$88,465,749
Benefits\3	5,440,520	8,108,075	278,691	2,867,222	3,639,032	293,631	525,358	297,428	1,961,574	761,702	2,508,296	26,681,529
Contract Support	1,014,265	802,077	3,973,625	1,731,726	1,404,967	184,106	244,169	154,007	1,347,093	238,623	2,927,944	14,022,602
Consultants	0	0	0	0	0	0	0	0	0	0	0	0
Facilities/Infrastructure\4	234,620	266,850	83,487	784,633	1,526,455	46,224	275	169,263	668,296	309,117	6,863,606	10,952,826
Equipment	2,434,951	2,349,506	15,309	221,939	275,356	17,558	46,672	27,248	709,818	4,171	1,693,308	7,795,836
Office Supplies	35,018	50,925	768	84,484	67,777	6,273	5,000	8,554	38,734	5,700	26,250	329,483
Field Supplies	489,948	407,545	32,429	129,378	516,170	949	5,000	81,606	702,959	47,550	825,991	3,239,525
Training\5	107,493	74,350	2,839	62,555	66,187	5,437	15,900	3,880	29,377	0	31,008	399,026
Telephone and Communications	235,123	596,600	20,213	111,690	117,145	15,853	8,537	21,704	89,824	98,941	70,923	1,386,553
Vehicle/Fleet/Fuel and Transportation\6	323,030	36,780	1,388	26,503	36,643	3,356	12,397	4,425	9,082	800	341,767	796,171
Postage and Courier	4,421	7,015	192	55,425	17,293	14,935	85	6,647	46,366	6,706	46,163	205,248
Printing	17,215	33,375	11,551	26,163	14,495	8,951	31,977	19,126	125,474	3,500	40,118	331,945
Insurance	0	0	1,262	0	0	0	0	0	0	33,000	0	34,262
Transit Subsidies	0	0	0	0	0	0	0	0	0	0	4,082,830	4,082,830
Public and Private Partnerships\7	0	6,000	701,290	4,824,413	9,030	0	2,055,948	4,260	461,214	0	13,589	8,075,744
Payments and Purchased Services for the Needy and Special Populations\8	0	0	0	20,948,584	354,553	1,139,726	0	0	0	0	854,332	23,297,195
Other Charges\9	30,834	429,244	51,799	16,500	19,843	6,614	11,750	39,675	151,059	896,381	75,930	1,729,629
Contingent Reserves\10	0	0	666,233	0	0	0	0	0	0	0	0	666,233
Cash Capital	0	0	0	0	0	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
<b>Totals</b>	<b>\$26,948,289</b>	<b>\$36,286,096</b>	<b>\$6,624,101</b>	<b>\$42,754,455</b>	<b>\$21,524,215</b>	<b>\$2,800,437</b>	<b>\$4,858,231</b>	<b>\$2,192,862</b>	<b>\$14,507,179</b>	<b>\$5,435,312</b>	<b>\$28,561,209</b>	<b>\$192,492,386</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2003 PROPOSED BUDGET (ALL FUNDS)**

Expense Category	Legislative and Executive	Courts and Constitutional Officers	General Government	Operating Agencies	Education	Total
Salaries	2,844,384	15,889,696	15,979,071	91,261,161	98,105,119	224,079,431
Fringe Benefits	616,643	5,253,757	4,055,716	27,127,931	26,269,920	63,323,967
Contractual Services	95,495	1,990,767	13,453,393	21,377,137	5,545,951	42,462,743
Internal Services	99,133	277,687	440,507	3,924,885	65,500	4,807,712
Commodities	38,345	920,147	1,814,603	4,635,780	7,341,178	14,750,053
Office Furniture & Equipment	1,500	4,245	82,440	2,786	3,027,160	3,118,131
Vehicular Equipment	0	265,372	0	4,015,204	0	4,280,576
EDP Equipment	0	10,000	765,000	302,110	0	1,077,110
Operational Equipment	0	35,775	0	159,571	174,000	369,346
Utilities	0	26,440	1,082,986	2,831,173	0	3,940,599
Travel and Education	47,397	114,816	335,762	544,715	22,500	1,065,190
Leases & Rentals	49,025	468,415	922,143	2,520,099	16,000	3,975,682
Subsidies & Contributions	0	2,979,628	222,490	26,862,039	13,246	30,077,403
EDP Software Development	0	0	1,000	1,500	0	2,500
Other Charges	115,388	847,007	4,054,645	7,148,753	7,182,839	19,348,632
Contingent Reserves	0	0	950,000	523,970	0	1,473,970
Cash Capital	0	0	14,000,000	0	0	14,000,000
Debt Service	0	0	17,739,094	0	0	17,739,094
Enterprise Fund	0	0	0	4,599,000	0	4,599,000
<b>TOTAL</b>	<b>3,907,310</b>	<b>29,083,752</b>	<b>75,898,850</b>	<b>197,837,814</b>	<b>147,763,413</b>	<b>454,491,139</b>

**BUDGET AND FISCAL AFFAIRS ADVISORY COMMITTEE PROGRAM BUDGET FORMAT  
FY 2003 PROPOSED BUDGET (ALL FUNDS)  
OPERATING AGENCIES**

Expense Category	Fire	Police	Health	Human Services	MH/MR/SA	Housing	Planning & Zoning	Historic Alexandria	Recreation Parks, & Cultural Activities	Library	Transportation & Environmental Services	Total
Salaries	17,056,111	24,045,603	755,006	10,998,223	13,498,173	1,040,506	2,084,115	1,420,014	8,671,828	3,195,428	8,496,154	91,261,161
Fringe Benefits	5,619,106	8,301,646	259,119	2,923,604	3,762,880	277,388	506,610	294,341	1,986,255	755,788	2,441,194	27,127,931
Contractual Services	1,270,380	964,645	4,383,023	1,326,010	1,626,501	208,695	276,413	258,679	1,586,038	367,207	9,109,546	21,377,137
Internal Services	728,716	1,223,514	21,290	185,599	221,218	25,069	29,500	28,854	320,644	7,760	1,132,721	3,924,885
Commodities	899,568	677,523	36,648	256,366	768,880	7,356	18,500	127,668	912,567	53,020	877,684	4,635,780
Office Furniture & Equipment	0	0	0	0	0	2,786	0	0	0	0	0	2,786
Vehicular Equipment	1,193,000	1,356,204	39,000	80,000	96,000	0	0	0	422,000	0	829,000	4,015,204
EDP Equipment	36,848	261,082	0	0	0	0	0	0	0	0	4,180	302,110
Operational Equipment	142,571	0	0	0	0	0	0	0	0	0	17,000	159,571
Utilities	143,246	39,905	2,049	61,547	258,675	3,604	0	83,264	519,263	235,308	1,484,312	2,831,173
Travel and Education	117,203	90,635	6,377	80,803	110,895	8,551	26,897	8,665	43,762	800	50,127	544,715
Leases and Rentals	22,773	384,147	9,922	731,430	1,077,312	49,468	23,472	14,156	70,770	0	136,649	2,520,099
Subsidies and Contributions	0	0	700,000	21,902,186	269,861	1,418,877	2,169,245	3,000	398,870	0	0	26,862,039
EDP Software Development	0	0	0	0	0	1,500	0	0	0	0	0	1,500
Other charges	270,586	1,085,655	78,580	3,148,478	246,054	33,853	17,872	43,363	270,431	894,671	1,059,210	7,148,753
Contingent Reserves	0	0	523,970	0	0	0	0	0	0	0	0	523,970
Enterprise Fund	0	0	0	0	0	0	0	0	0	0	4,599,000	4,599,000
<b>Total</b>	<b>27,500,108</b>	<b>38,430,559</b>	<b>6,814,984</b>	<b>41,694,246</b>	<b>21,936,449</b>	<b>3,077,653</b>	<b>5,152,624</b>	<b>2,282,004</b>	<b>15,202,428</b>	<b>5,509,982</b>	<b>30,236,777</b>	<b>197,837,814</b>

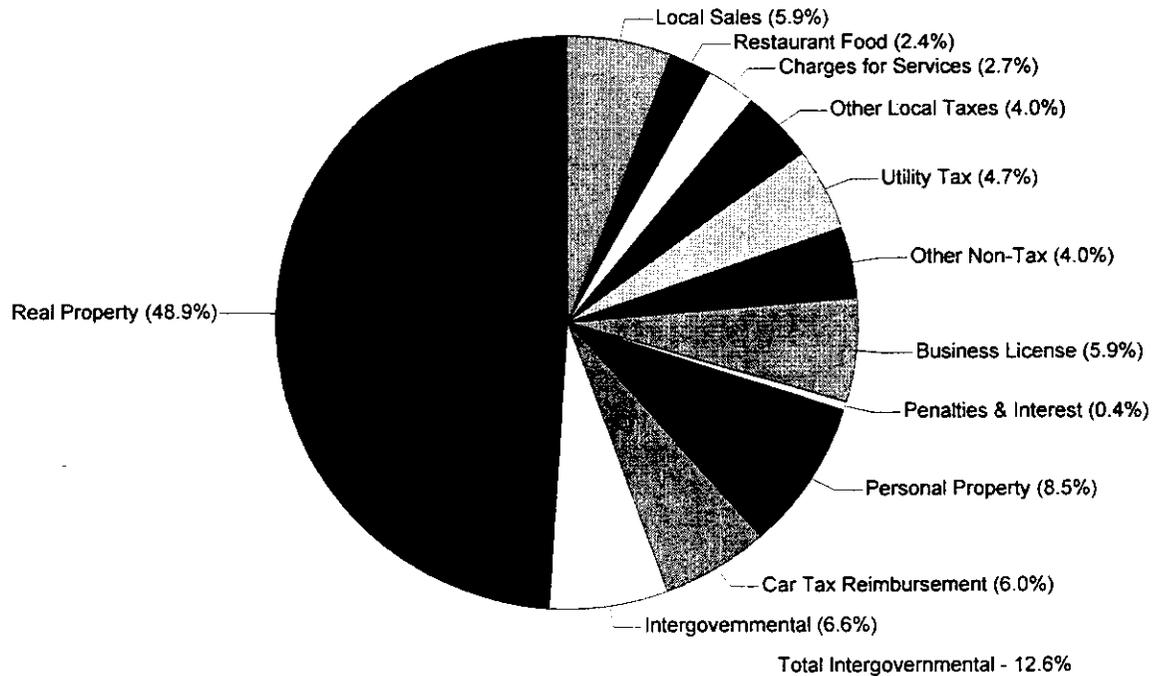


# Revenue Summary

## General Fund Revenue Distribution

### Proposed FY 2003

The pie chart below shows the distribution of estimated General Fund revenues for FY 2003, excluding the appropriation from fund balance.



## Summary of Budgeted General Fund Revenues and Other Financing Sources

	FY 2001 <u>Actual</u>	FY 2002 <u>Budget</u>	FY 2002 <u>Projected</u>	FY 2003 <u>Proposed</u>
<b>General Fund</b>				
<b>General property tax revenue</b>				
Real property tax	152,560,694	163,620,000	166,760,000	177,922,000
Personal property tax	35,222,613	29,597,220	37,836,000	30,784,000
Penalties and interest	<u>1,992,370</u>	<u>2,000,000</u>	<u>1,600,000</u>	<u>1,600,000</u>
<b>Total general property tax revenue</b>	<b>189,775,677</b>	<b>195,217,220</b>	<b>206,196,000</b>	<b>210,306,000</b>
<b>Other local tax revenue</b>				
Local sales tax	20,730,807	21,600,000	20,700,000	21,300,000
Utility tax	15,997,085	15,000,000	16,600,000	17,100,000
Business licenses	20,762,586	20,800,000	20,800,000	21,400,000
Motor vehicle licenses	2,247,172	2,300,000	2,300,000	2,300,000
Recordation	2,028,522	1,400,000	2,300,000	1,500,000
Tobacco	1,607,292	1,600,000	1,600,000	1,600,000
Transient lodging	5,827,803	6,200,000	4,700,000	5,250,000
Restaurant food	8,466,964	8,700,000	8,400,000	8,700,000
Other miscellaneous	<u>4,058,541</u>	<u>3,528,000</u>	<u>3,878,000</u>	<u>4,018,000</u>
<b>Total other local tax revenues</b>	<b>81,726,772</b>	<b>81,128,000</b>	<b>81,278,000</b>	<b>83,168,000</b>
<b>Non-tax revenue</b>				
Licenses, permits, and fees	4,065,880	3,800,000	4,000,000	4,000,000
Fines and forfeitures	4,116,463	4,376,000	3,782,000	3,882,000
Use of money and property	10,418,646	9,208,730	8,214,000	6,254,000
Charges for services	8,711,053	9,068,600	8,991,800	9,863,800
Intergovernmental revenues	37,679,452	43,508,000	45,190,000	45,708,800
Miscellaneous	<u>464,686</u>	<u>359,000</u>	<u>255,000</u>	<u>355,000</u>
<b>Total non-tax revenue</b>	<b><u>65,456,180</u></b>	<b><u>70,320,330</u></b>	<b><u>70,432,800</u></b>	<b><u>70,063,600</u></b>
<b>Total General Fund revenues</b>	<b>336,958,629</b>	<b>346,665,550</b>	<b>357,906,800</b>	<b>363,537,600</b>
<b>Other financing sources (uses)</b>				
Appropriation from City fund balance		3,506,000	0	9,773,644
Appropriation from ACPS - component unit fund balance		*	*	*
<b>Total General Fund revenues and other sources</b>	<b>336,958,629</b>	<b>350,171,550</b>	<b>357,906,800</b>	<b>373,311,244</b>
	=====	=====	=====	=====

\* The ACPS - component fund balance appropriation is included in special revenue funds and not considered a General Fund revenue in the FY 2002 approved budget or the FY 2003 proposed budget. The appropriation is \$2,017,801 in FY 2002 and \$568,041 in FY 2003.

## General Fund Revenue Summary

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Total FY 2003 General Fund revenues are projected at \$363,537,600, which represents an increase of \$5,630,800, or 1.6 percent, as compared to the current FY 2002 revenue projections and 4.9 percent as compared to the FY 2002 adopted budget. The FY 2003 General Fund revenues assume continued growth in the real property tax base and a stable local economy, increasing at the projected rate of inflation, except as noted in the detailed discussion below.

Real Property Tax Revenues FY 2003 real property tax revenues are estimated at \$177.9 million, an increase of \$11.2 million, or 6.7 percent, as compared to the current FY 2002 projection. Real property tax revenues, which are currently projected to account for 46.6 percent of total FY 2002 General Fund revenues, are expected to account for 48.9 percent of total General Fund revenues in FY 2003. As required by State law, all parcels of real estate in the City are annually assessed at 100 percent of estimated fair market value.

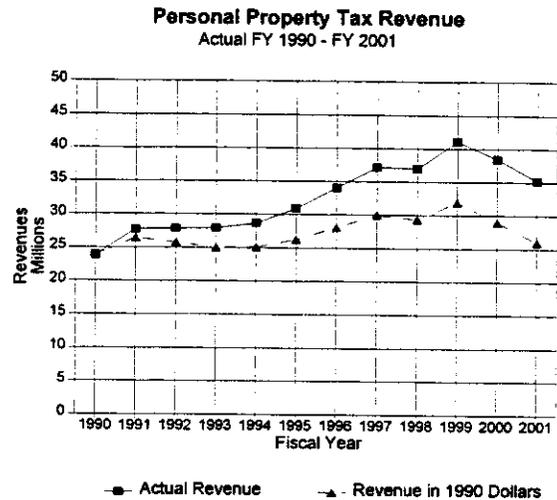
As detailed in the Calendar Year 2002 Real Property Assessment Report, which is prepared by the Department of Real Estate Assessments, the total 2002 (calendar year) locally assessed tax base is approximately \$15.6 billion, an increase of \$1.6 billion, or 11.7 percent, as compared to the 2001 tax base. Including Public Service Corporation and railroad real property, which are assessed by the State, the total real property tax base has increased to approximately \$16.3 billion, an increase of \$1.64 billion, or 11.21 percent, as compared to the 2001 assessment. Of the total \$1.64 billion increase, approximately 19.2 percent (\$315.3 million) is the result of new growth, including \$105.5 million in new residential growth, and \$209.8 million in new commercial growth. The reassessments of existing properties increased \$1.32 billion, reflecting the strong market demand for residential properties, as well as the healthy condition of income-producing commercial properties.

Real Property tax revenues for the first half of FY 2003 (the second half of calendar year 2002) are based on the 2002 real property assessment, a two cent decrease in the real property tax rate from \$1.11 to \$1.09, and a 49.00 percent collection rate for the second half of the 2002 tax levy. Real property tax revenues for the second half of FY 2003 (the first half of calendar year 2003) are based on a projected 5.0 percent increase in real property assessments next year, which assumes both continued new growth in the tax base and appreciation of existing residential and commercial properties, a \$1.09 real property tax rate, and a 49.50 percent second half collection rate. (See the Statement of Estimated Real Property Tax Revenues following this summary for this calculation.)

The real property tax revenues estimate has been reduced by \$1,000,000 to reflect the current cost of the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2002. This initiative increased income eligibility and benefits to eligible low income property owners. The programs total an estimated cost in FY 2003 is \$1,000,000.

## General Fund Revenue Summary

**Personal Property Tax Revenues** Personal property tax revenue consists of two sources: individual personal property, which is primarily vehicles, and business personal property, which includes motor vehicles, machinery, computers, and furniture. In FY 2003, the individual personal property tax base (prior to the tax changes discussed below) of vehicles is projected to increase by 5 percent as compared to the current projection. The business personal property tax base is projected to increase by 2 percent. The FY 2003 projection is based on actual collections through January 2002 but takes into account a one-time increase in revenues that occurred in FY 2002 in regard to how independent power plants were assessed.



The City assesses the personal property and collects a portion of these tax revenues directly. The remainder is reimbursed to the City by the State as part of the Personal Property Tax Relief Act and is recognized as Intergovernmental Revenue. Locally collected Personal Property Tax Revenues are budgeted in FY 2003 at \$30,784,000, compared to \$37,836,000 projected in FY 2002, a decrease of 18.6 percent. Including the State's reimbursement, which is budgeted in Intergovernmental Revenues and including delinquent tax collections, the FY 2003 proposed budget includes a total of \$52,524,000 in revenue generated from the Personal Property tax base, as compared to \$58,536,000 million projected in FY 2002, decrease of 10.3 percent. The decrease results after one-time revenues in FY 2002 are factored out of the base before applying the growth to personal property tax base. The locally-collected personal property tax is composed of \$14,098,000 in individual personal property (vehicles), \$15,286,800 in business personal property, and \$1,400,000 in delinquent personal property taxes and is based on current collections through January 2002, assuming 4 percent growth in individual personal property and 2 percent growth in business personal property.

Staff will continue to monitor personal property tax revenues closely during the year and report to Council in the context of the Monthly Financial Reports that are docketed for the second Council legislative meeting each month.

**Intergovernmental Revenues** State and federal aid that is not legally restricted to a specific program use is accounted for in the City's General Fund. FY 2003 General Fund intergovernmental revenues are budgeted at \$45,708,800, which represents an increase of \$518,800, or 1.1 percent, as compared to the current FY 2002 projection.

## General Fund Revenue Summary

Budget actions at the State level regarding aid to localities coupled with extremely negative revenue forecasts during the development of the FY 2003 budget, have resulted in very conservative Intergovernmental Revenue forecasts. In addition, a State Aid contingency of \$1.5 million has been set aside in Contingent Reserves in the event that aid to localities is further diminished as the State budget is finalized.

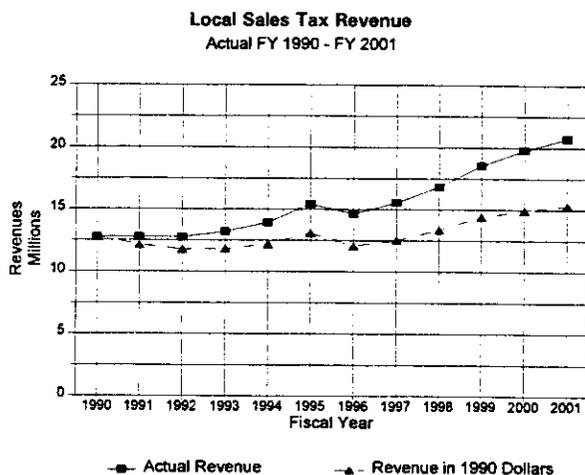
The following table provides information on budget detail estimates in the City's General Fund Intergovernmental Revenues. For additional information on State and federal aid that is restricted to specific programs or services, which is accounted for in the City's Special Revenue Fund, please refer to the Special Revenue Fund summary.

### General Fund Intergovernmental Revenues

	FY 2001 Actual	FY 2002 Approved	FY 2002 Projected	FY 2003 Proposed
<b>STATE AID</b>				
HB 599 (law enforcement aid)	\$6,085,647	\$6,499,000	\$6,132,000	\$6,216,000
Personal Property Tax Reimbursement	13,348,837	20,124,000	20,700,000	21,740,000
Compensation Board Reimbursements for Sheriff and Other Constitutional Officers	5,873,814	5,480,000	5,789,000	5,789,000
Compensation Board Reimbursements for Treasury and Revenue Administration	579,954	538,000	580,000	580,000
State Prisoner Per Diem Payments	846,816	691,000	760,000	760,000
Wine Taxes and Alcoholic Beverage Control (ABC) Taxes	474,877	462,000	330,000	330,000
State Aid for Road Maintenance	4,629,220	4,630,000	4,870,000	5,064,800
Other State Aid	1,021,098	794,000	849,000	849,000
<b>FEDERAL AID</b>				
Federal Prisoner Per Diem	4,439,898	3,940,000	4,800,000	4,000,000
Other Federal Aid (Indirect costs recovered from federal grants)	379,291	350,000	380,000	380,000
<b>TOTAL</b>	<b>\$37,679,452</b>	<b>\$43,508,000</b>	<b>\$45,190,000</b>	<b>\$45,708,800</b>

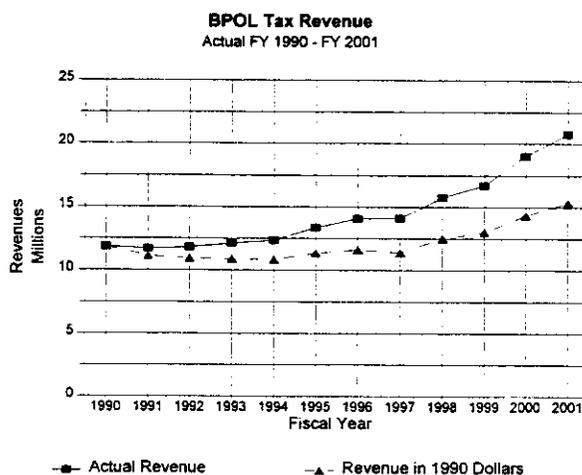
## General Fund Revenue Summary

**Local Sales Tax Revenues** The total sales tax in Alexandria is 4.5 percent, which includes the locally levied sales tax of 1.0 percent and the State sales tax of 3.5 percent. The sales tax is collected by retail merchants when goods and services are purchased. Of the total 3.5 percent State sales tax remitted to the State, 1.0 percent is allocated to education Statewide, 0.5 percent is allocated to transportation projects in Northern Virginia, and the balance is distributed to other State-funded programs. FY 2003 local 1.0 percent sales tax revenues are budgeted at \$21,300,000, which is an increase of \$600,000, or 3 percent, as compared to the current FY 2002 projection. Local sales tax revenues as a proportion of total General Fund revenues, currently projected to account for 5.8 percent of projected FY 2002 General Fund revenues, are also expected to account for 5.9 percent of total General Fund revenues in FY 2003. None of the sales tax legislation being considered by the General Assembly will impact current local sales tax revenue estimates.



**Consumer Utility Tax Revenues** The consumer utility tax is levied on all residential and commercial users of water, natural gas, electricity, and telephone service. The utility tax rates are detailed in the table titled "FY 2003 Proposed Tax Rates for Major Revenue Sources." FY 2003 consumer utility tax revenues are budgeted at \$17,100,000, which is an increase of \$500,000, or 3 percent, as compared to the FY 2002 projected revenues. Utility tax revenues as a proportion of total General Fund revenues, currently projected at 4.6 percent of total FY 2002 General Fund revenues, are expected to account for 4.7 percent of total General Fund revenues in FY 2003.

**Business Professional and Occupational Licenses (BPOL)** The BPOL tax is levied on those doing business in the City and is a fixed fee of \$50 for businesses with gross receipts ranging from \$10,000 to \$100,000. For businesses with gross receipts of \$100,000 or more, the BPOL tax is assessed as a percentage of the gross receipts at rates ranging from .0016 (contractors) to .0058 (professionals, such as doctors and lawyers). In May 1996, City Council approved the following changes to the City's BPOL tax ordinance: an increase from \$50,000 to \$100,000 in the



## General Fund Revenue Summary

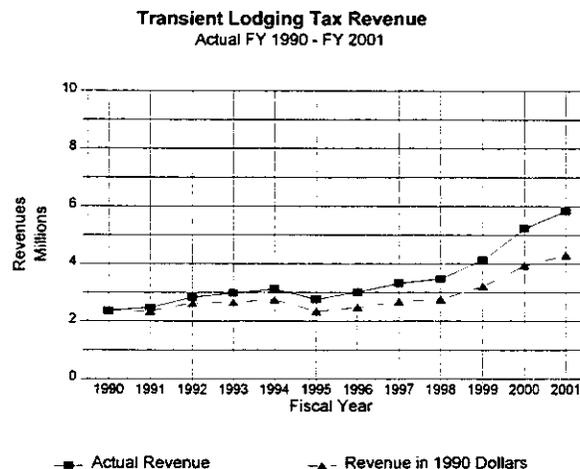
minimum gross receipts collected by a licensable business before a BPOL tax based on the amount of gross receipts is imposed, and an increase from \$30 to \$50 in the flat fee on businesses with gross receipts below the \$100,000 cap. FY 2003 business license tax revenues are budgeted at \$21,400,000, an increase of \$600,000, or 3 percent, as compared to the current FY 2002 revenue projection. The current projection is estimated to equal FY 2001 actuals, assuming that business receipts will be negatively impacted by the drop in economic activity related to the events of September 11 and afterward and will remain flat in the coming fiscal year.

**Motor Vehicle License Revenues** The City levies an annual vehicle license tax on all motor vehicles, trailers, and semitrailers and issues a vehicle license decal as proof that the license tax has been paid. (The decal is also evidence of payment of personal property taxes since decals are not issued unless personal property taxes have been paid.) FY 2002 motor vehicle license revenues are budgeted at \$2,300,000, which is equal to the current FY 2002 projection.

**Recordation Tax Revenues** The local recordation tax is assessed at the rate of \$0.05 per \$100 of value for all transactions, including the recording of deeds, deeds of trust, mortgages, and contracts admitted to record by the Clerk of the Circuit Court. FY 2003 recordation tax revenues are budgeted at \$1,500,000. The FY 2002 projection of \$2.3 million, an increase of \$0.9 million compared to the FY 2002 budgeted amount, is attributable to several large commercial property sales at the beginning of the fiscal year, as well as additional home sales and refinancings. The FY 2003 budget takes into account these one-time impacts and assumes that recordation tax revenues will reflect prior year actuals.

**Tobacco Tax Revenues** The local tobacco tax is levied at a rate of \$0.30 per pack of 20 cigarettes sold in the City. FY 2003 tobacco tax revenues are budgeted at \$1,600,000, which is equal to the current FY 2002 projection. The current projection is based on the trend in actual revenues received during FY 2001 and the first seven months of FY 2002. The FY 2003 revenue estimate assumes continuation of this trend.

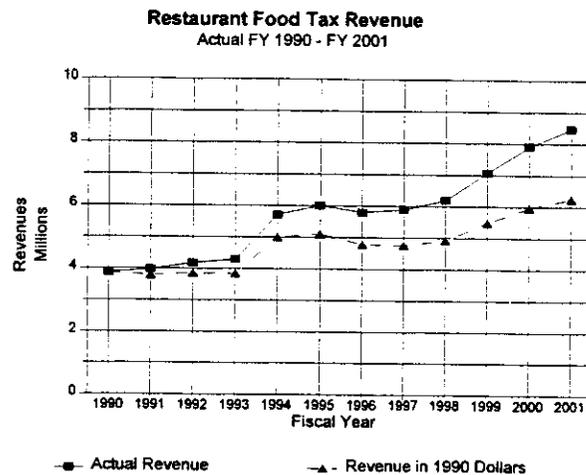
**Transient Lodging Tax Revenues** In FY 2000, the local tax levied on the amount paid for hotel and motel rooms was decreased from 5.65 to 5.5 percent. The rate reduction in FY 2000 was combined with the implementation of a \$1 per night lodging fee that is levied on the charge for the room in addition to the 5.5 percent transient lodging tax rate. FY 2003 transient lodging tax revenues are budgeted at \$5,250,000, which is an increase of \$550,000, or 11.7 percent, as compared to the current FY 2002 projection. The FY 2002 projection of \$4.7 million reflects



## General Fund Revenue Summary

lower taxable occupancy in City hotels following the events of September 11. These revenues are subject to considerable uncertainty through the remainder of the fiscal year and are expected to fall significantly short of the FY 2002 budgeted amount of \$6.2 million. FY 2003 budget estimate assumes that transient lodging revenues will rebound partially, but will not return to pre-September 11 levels in the upcoming fiscal year.

**Restaurant Meals Tax Revenues** The local restaurant meals tax rate is 3 percent. FY 2003 restaurant meals tax revenues are budgeted at \$8,700,000, which is an increase of \$300,000, or 4 percent, compared to the current FY 2002 projection. FY 2002 revenues are projected at \$8,400,000, nearly equal to FY 2001 actuals. Based on the uncertainty surrounding tourism-based revenue sources, staff is projecting that FY 2002 revenues will fall short of the FY 2002 budgeted amount, but that increases in FY 2003 will bring restaurant meals tax revenues back to pre-September 11 levels.



**Other Miscellaneous Local Tax Revenues** Other miscellaneous local tax revenues are budgeted at \$4,018,000, which is an increase of \$140,000, or 3.6 percent, as compared to the current FY 2002 revenue projections for this category. The majority of these tax revenues are projected to be equal to FY 2001 actual revenues. Other miscellaneous tax revenues include \$1,040,000 for E-911 tax revenues, which is based on the rate of 50 cents per line per month, and \$850,000 for net City revenues associated with the State's telecommunications tax of 63 cents per line per month. (Other taxes included in this category are bank and other franchise taxes, which are estimated at \$1,100,000, and the daily rental tax, which is estimated at \$20,000 in FY 2003).

**Licenses, Permits and Fees** FY 2003 revenues from licenses, permits and fees are budgeted at \$4,000,000, which is equal to the current FY 2002 projection. The FY 2002 budget estimate for all licenses, permits and fees is based on the trend in actual revenues received through January 2002. The major component of this category, building permits, is expected to flatten through the remainder of FY 2002 and FY 2003. The FY 2003 projection is based on this expectation.

**Fines and Forfeitures** FY 2003 revenues from fines and forfeitures are budgeted at \$3,882,000, which is an increase of \$100,000 as compared to the current FY 2002 projections. Parking fines account for \$2,800,000, or approximately 72 percent of the revenue in this category. Revenues for the new Red Light Camera Pilot Enforcement program are budgeted at \$125,000, an amount equal to the FY 2002 projection, which is based on

## General Fund Revenue Summary

finer collected through January 2002. The FY 2003 court fines and forfeitures are budgeted at \$825,000. Other fines included in this revenue category and false alarm fines and automobile booting removal fines.

Revenues from the Use of Money and Property FY 2003 revenues from the use of money and property are budgeted at \$6,254,000, which represents a decrease of \$1,960,000, or 23.9 percent, as compared to the current FY 2002 projection. This decrease is primarily attributed to a reduction in the estimate for interest revenue on General Fund investments, which is projected to decline due to current low interest rates. Interest on General Fund investments in FY 2003 are projected at \$3.7 million on an average cash balance of \$144 million at 2.6 percent. This revenue category also includes parking fees from the use of City lots and garages. For FY 2003 parking garage and lot fees are proposed to increase (\$250,000) primarily during the workday.

Charges for Services The City Council's general user fee guidelines, adopted in FY 1994, provide that the City's user fees and charges for service shall be set in consideration of the City's ability (a) to recover the cost of providing the service, except in cases where the City's economic development goals or the income levels of affected residents or other market considerations have a bearing on fee setting, and (b) to maintain comparability with fees and charges in neighboring jurisdictions. FY 2003 revenues from charges for services are budgeted at \$9,863,800, which is an increase of \$872,000 compared to the FY 2002 projection. The increase is primarily attributed to an anticipated increase in Planning and Zoning fee revenue (\$700,000) following implementation of new rates. Additional revenues are also anticipated from the new soccer camp at Chinquapin (\$67,000), a new fire system retesting program (\$36,000) and increases in towing charges (\$100,000).

Alexandria planning and zoning fees are significantly less than the cost of providing planning and zoning services and are also generally less than the fees neighboring jurisdictions charge. Currently only about \$50,000 per year is recouped by fees, compared to an overall Planning and Zoning budget of \$3.0 million. City staff is in the final stages of developing proposed new fee rates.

Other Miscellaneous Non-tax Revenues FY 2002 other miscellaneous non-tax revenues, such as insurance recoveries and fees to offset special events expenditures, are budgeted at \$355,000, which is based on the FY 2002 projection plus an anticipated increase in insurance recovery revenues.

## Statement of Estimated Real Property Tax Revenues

For the Fiscal years ending June 30, 2002 and June 30, 2003

	Due Date	Assessed Value (thousands)	Tax Rate (per \$100)	Tax Year Gross Levy	Estimated Collection Rate	Net Tax Revenue
<b>Fiscal Year 2002</b>						
<b>Second half tax year 2001</b>						
Locally assessed real property	11/15/01	\$13,967,312	\$1.11	\$155,037,160	50.75%	\$78,681,359
Non-locally assessed property	11/15/01	432,351	1.11	4,799,091	50.75%	2,435,538
<b>Total second half tax year 2001</b>		<b>\$14,399,663</b>		<b>\$159,836,251</b>		<b>\$81,116,897</b>
<b>First half tax year 2002</b>						
Locally assessed real property	06/15/02	\$15,606,225	\$1.09	\$170,107,853	49.50%	\$84,203,387
Non-locally assessed property	06/15/02	433,768	1.09	4,728,068	49.50%	2,340,394
<b>Total first half tax year 2002</b>		<b>\$16,039,993</b>		<b>\$174,835,921</b>		<b>\$86,543,781</b>
<b>Total fiscal year 2002 revenue</b>						<b>\$167,660,678</b>
<b>Fiscal Year 2003</b>						
<b>Second half tax year 2002</b>						
Locally assessed real property	11/15/02	\$15,606,225	\$1.09	\$170,107,853	49.00%	\$83,352,848
Non-locally assessed property	11/15/02	666,455	1.09	7,264,356	49.00%	3,559,535
<b>Total second half tax year 2002</b>		<b>\$16,272,680</b>		<b>\$177,372,209</b>		<b>\$86,912,383</b>
<b>First half tax year 2003</b>						
Locally assessed real property	06/15/03	\$16,386,536	\$1.09	\$178,613,245	49.50%	\$88,413,556
Non-locally assessed property	06/15/03	666,455	1.09	7,264,360	49.50%	3,595,858
<b>Total first half tax year 2003</b>		<b>\$17,052,991</b>		<b>\$185,877,605</b>		<b>\$92,009,414</b>
<b>Total fiscal year 2003 revenue /1</b>						<b>\$178,921,797</b>

/1 Total fiscal year 2003 real property tax revenue of \$177,922,000 as stated in the General Fund Revenue Summary on page 4-27 is offset by \$1,000,000 to reflect the expanded senior citizen and disabled persons tax relief initiative adopted by City Council in FY 2001.



## Real Estate Tax Rates by Calendar Year

Shown below is a comparison of real estate tax rates from selected Northern Virginia jurisdictions over the past eighteen calendar years. In Virginia, the tax and calendar years coincide. Rates listed are per \$100 of assessed value.

In Alexandria for tax year 2002 (FY 2003), the estimated fiscal impact of each one cent on the real property tax rate is \$1.6 million for a tax rate for the 2002 calendar year only, and \$2.44 million for a tax rate that carries until the end of FY 2003 (i.e., three payment periods of June 2002, November 2002, and June 2003).

### REAL ESTATE TAX RATES\*

YEAR	City of Alexandria	Arlington County	Fairfax County	Loudoun County	Prince William County**
1980	1.39	1.12	1.54	1.25	5.25 (1.73)
1981	1.37/1.35	.96	1.51	1.02	1.40
1982	1.37	.98	1.47	1.13	1.45
1983	1.41	.99	1.47	1.13	1.42
1984	1.41	.97	1.46	1.10	1.39
1985	1.39	.95	1.39	1.13	1.42
1986	1.38/1.37	.94	1.35	1.02	1.42
1987	1.34	.92	1.32	.88	1.30
1988	1.25	.89	1.30	.95	1.38
1989	1.10	.78	1.19	.88	1.38
1990	1.045	.765	1.11	.85	1.36
1991	1.045	.765	1.11	.94	1.36
1992	1.045	.82	1.16	.96	1.36
1993	1.07	.86	1.16	1.00	1.36
1994	1.07	.897	1.16	1.02	1.36
1995	1.07	.94	1.16	.99	1.36
1996	1.07	.96	1.23	1.03	1.36
1997	1.07	.986	1.23	1.06	1.36
1998	1.11	.998	1.23	1.11	1.36
1999	1.11	.998	1.23	1.11	1.36
2000	1.11	1.023	1.23	1.08	1.34
2001	1.11	1.023	1.23	1.08	1.31
2002	1.09	1.023	1.23	1.08	1.23

\* Does not reflect additional special tax district (fire, leaf collection, etc.) or town real estate tax rates (Fairfax County, Prince William County and Loudoun County).

\*\* Before 1981, real property in Prince William County was assessed at 33% of fair market value. Since 1981, real property has been assessed at 100% of fair market value.

## Real Property Assessments

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### Average Residential Tax Bills 1990 - 2002

The following two tables depict the average residential real estate tax bill and average single family real estate tax bill adjusted to 2002 dollars, using U.S. Bureau of Labor Statistics Consumer Price Index (CPI) information, and using real estate tax rates in place for each year.

For the owner of an average residential unit (defined as single family homes, residential condominiums, and cooperatives), the City tax bill for 2002 at a \$1.09 tax rate would be \$2,709. In today's dollars the average tax bill in 1990 for the average residential unit was \$2,597.

For the owner of an average single family residential unit (defined as detached homes, semi-detached homes [duplexes and end town home units] and row houses), the City tax bill for 2002 at a \$1.09 tax rate would be \$3,634. In today's dollars the average tax bill in 1990 was \$3,348.

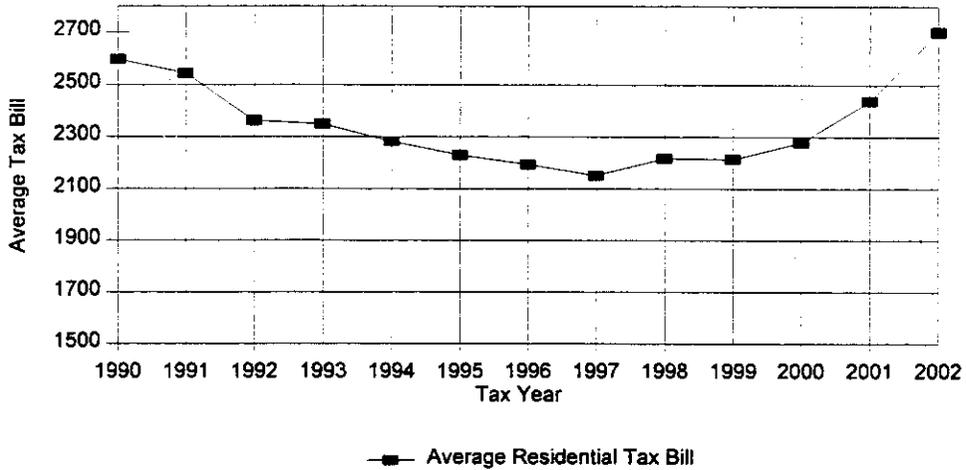
The fact that the average real estate tax bills in 2001 will be only a small percentage increase in today's dollars as in 1990 (4.1 percent for the average residential increase and 8.5 percent for single family units) is caused by property values that declined for most of the 1990's with increases in values generally starting in 1998, but not enough to offset the effects of inflation.

# Real Property Assessments

## Average Residential Tax Bills 1990 - 2002

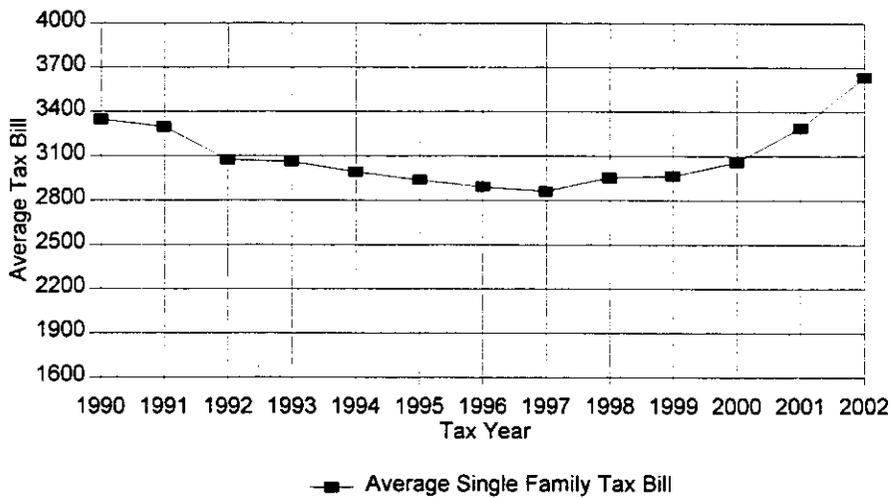
### Residential Tax Bill Comparison 1990 - 2002

Adjusted to 2002 dollars



### Single Family Tax Bill Comparison 1990 - 2002

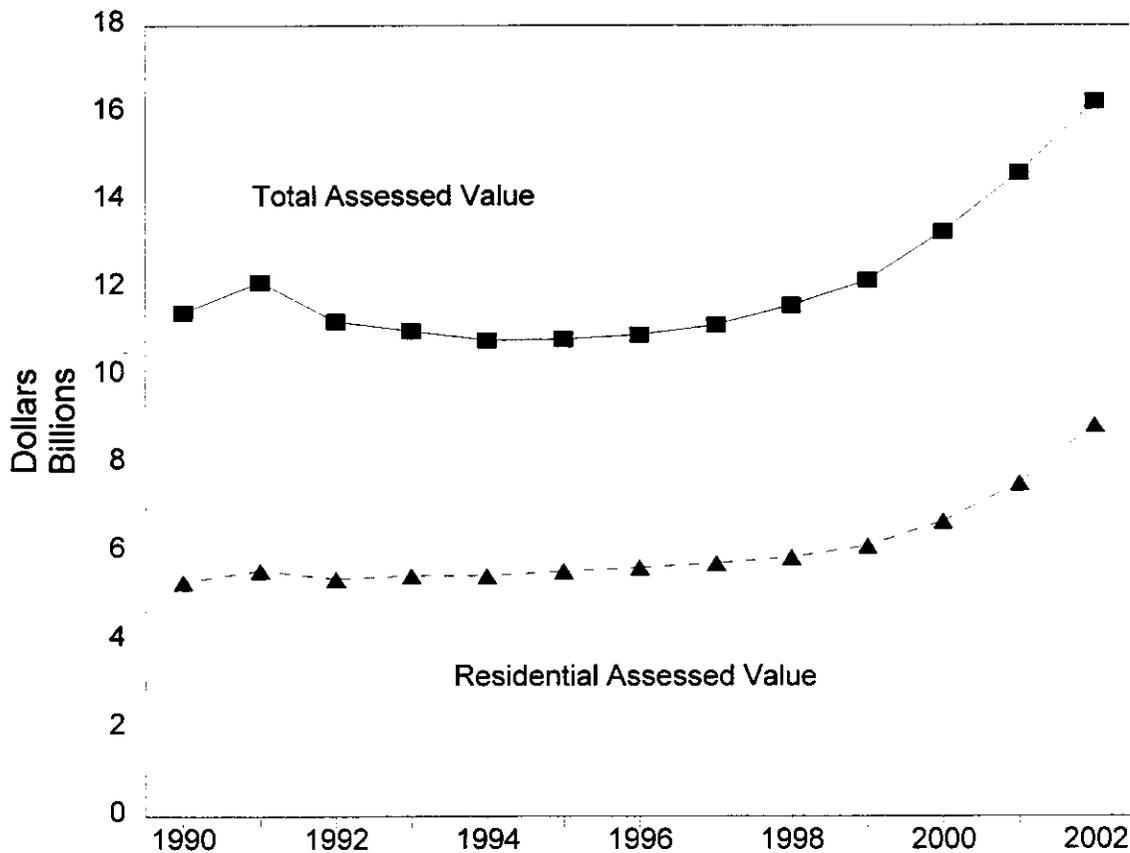
Adjusted to 2002 dollars



## Real Property Tax Base

Total Assessed Value  
Tax Years 1990 - 2002

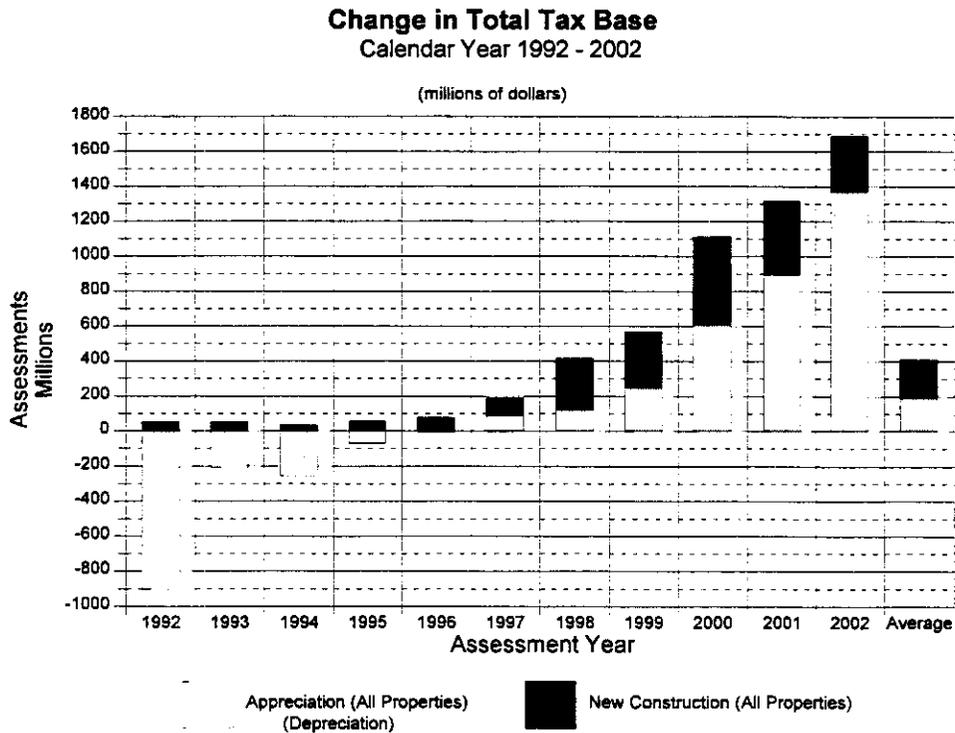
This graph displays the change in the City's real property tax base since 1990. The top line represents the total assessed value of the City's tax base and the bottom line represents the total assessed value of residential real property. After several years of commercial assessments accounting for the majority of the City's tax base, beginning in 1994, residential assessments (single family and condominiums) now account for more than half of the City's total assessed value. In 2002 residential property accounted for 54.7% of the City's real estate tax base.



## Real Property Tax Base

### Change in Total Tax Base Tax Years 1991 - 2002

The following chart compares total appreciation of existing properties with total new construction. As shown in the graph, increases to the tax base have been primarily the result of new construction. Tax year 2000 marked the first year since 1991 that appreciation of existing properties exceeded the value of new construction. In tax year 2002, appreciation significantly exceeds the value of new construction.



Source: Department of Real Estate Assessments  
Prepared by: Office of Management and Budget

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1991 <sup>/4</sup>	1992 <sup>/5</sup>	1993 <sup>/6</sup>	1994	1995	1996
Residential Single Family	4,066,290	3,918,081	3,950,462	3,959,811	4,054,108	4,151,909
Residential Condominium	1,512,372	1,483,931	1,515,358	1,503,185	1,522,470	1,506,198
Commercial Multi-Family	1,493,358	1,417,842	1,335,147	1,337,722	1,331,188	1,326,307
Office/Retail Property	3,478,579	3,066,320	2,979,542	2,832,476	2,781,784	2,806,441
Other Commercial	912,989	679,893	621,746	585,345	558,318	562,198
Public Service Corporation <sup>/1</sup>	678,344	677,844	624,723	599,784	589,447	589,222
<b>Total <sup>/2</sup></b>	<b><u>12,141,932</u></b>	<b><u>11,243,911</u></b>	<b><u>11,026,978</u></b>	<b><u>10,818,324</u></b>	<b><u>10,837,314</u></b>	<b><u>10,942,274</u></b>
Residential Single Family	33.5%	34.8%	35.8%	36.6%	37.4%	37.9%
Residential Condominium	12.5%	13.2%	13.7%	13.9%	14.0%	13.8%
Commercial Multi-Family	12.3%	12.6%	12.1%	12.4%	12.3%	12.1%
Office/Retail Property	28.6%	27.3%	27.0%	26.2%	25.7%	25.6%
Other Commercial	7.5%	6.0%	5.6%	5.4%	5.2%	5.1%
Public Service Corporation <sup>/1</sup>	5.6%	6.0%	5.7%	5.5%	5.4%	5.4%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential	45.95%	48.04%	49.57%	50.50%	51.46%	51.71%
Commercial	54.05%	51.96%	50.43%	49.50%	48.54%	48.29%
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Sources: Assessment values are from the 1991-2002 Real Property Assessment Reports.

/1 -- 1991- 01 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2002 figures are estimated.

/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

/4-- 1991 assessments include \$226.8 million in non-locally assessed railroad property  
subject to litigation.

/5-- 1992 assessments include \$188.5 million in non-locally assessed railroad property  
subject to litigation.

/6-- 1993 assessments include \$106.6 million in non-locally assessed railroad property  
subject to litigation.

## Real Estate Assessments by Calendar Year

(Amounts in Thousands)

	1997	1998	1999	2000	2001	2002
Residential Single Family	4,245,411	4,387,491	4,657,845	5,119,264	5,830,209	6,793,545
Residential Condominium	1,496,966	1,495,305	1,511,210	1,597,678	1,743,688	2,100,018
Commercial Multi-Family	1,336,457	1,376,604	1,500,100	1,584,496	1,734,225	2,019,831
Office/Retail Property	2,891,476	3,094,323	3,318,516	3,744,874	4,061,051	4,189,526
Other Commercial	589,465	630,872	553,705	608,320	598,139	503,304
Public Service Corporation <sup>/1</sup>	611,029	620,694	646,144	640,676	665,038	666,455
<b>Total <sup>/2</sup></b>	<b><u>11,170,803</u></b>	<b><u>11,605,290</u></b>	<b><u>12,187,520</u></b>	<b><u>13,295,308</u></b>	<b><u>14,632,349</u></b>	<b><u>16,272,678</u></b>
Residential Single Family	38.0%	37.8%	38.2%	38.5%	39.8%	41.7%
Residential Condominium	13.4%	12.9%	12.4%	12.0%	11.9%	12.9%
Commercial Multi-Family	12.0%	11.9%	12.3%	11.9%	11.9%	12.4%
Office/Retail Property	25.9%	26.7%	27.2%	28.2%	27.8%	25.7%
Other Commercial	5.3%	5.4%	4.5%	4.6%	4.1%	3.1%
Public Service Corporation <sup>/1</sup>	5.4%	5.3%	5.3%	4.8%	4.5%	4.1%
<b>Total <sup>/3</sup></b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
Residential 51.41%	50.69%	50.62%	50.52%	51.76%	54.65%	
Commercial	48.59%	49.31%	49.38%	49.48%	48.24%	45.35%
	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>	<b><u>100.00%</u></b>

Sources: Assessment values are from the 1991-2001 Real Property Assessment Reports.

/1 -- 1991-01 Certified Assessments from Public Service Corp. Land Book --  
City of Alexandria. 2002 figures are estimated.

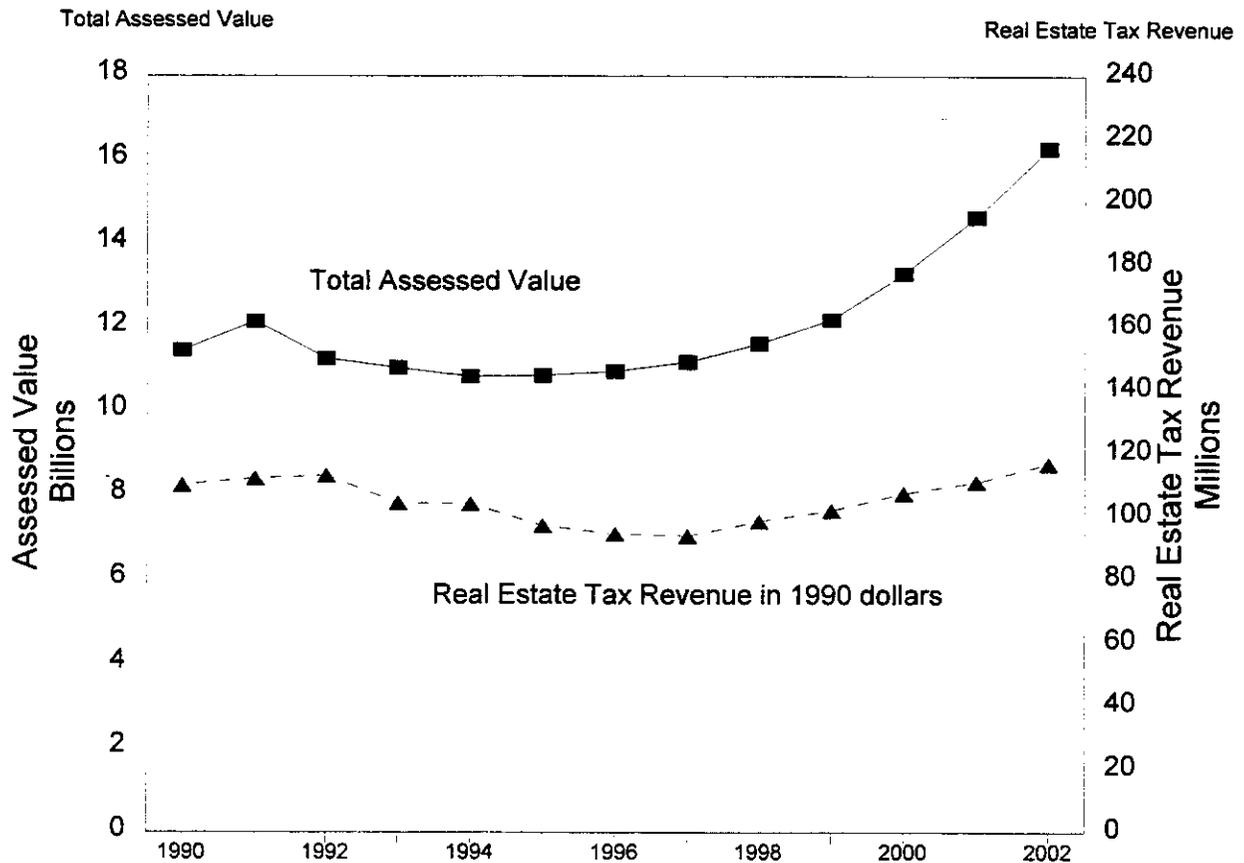
/2 -- Individual columns may not sum to the totals shown due to rounding.

/3 -- Figures in individual categories may not total 100% due to rounding.

## Real Property Assessments Compared To Real Property Tax Revenues

Tax Years 1990 - 2002

The following graph depicts the impact of real property tax rate increases on real property tax revenues. Adjusting for inflation, real property tax revenues would have increased from \$112.2 million in 1990 to \$116.6 million in 2001, for an average annual real dollar increase of 0.35 percent. In 2003, real property revenue would have been \$124.3 million. Actual real property revenues for FY 2003, which reflect the assessed value of tax year 2002, are projected to be \$177.9 million.

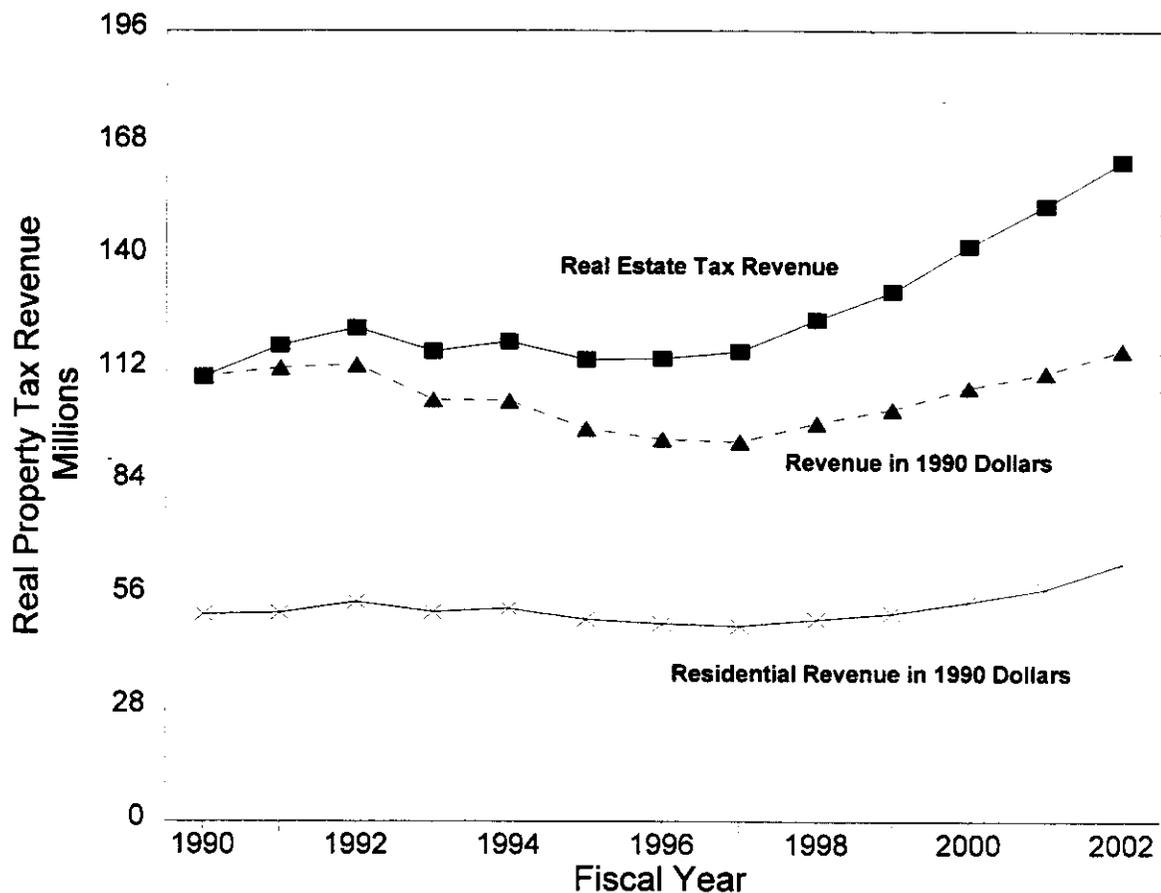


Note: Revenues are for the succeeding fiscal year.

## Real Property Tax Revenue as Compared to Inflation

FY 1990 - FY 2002

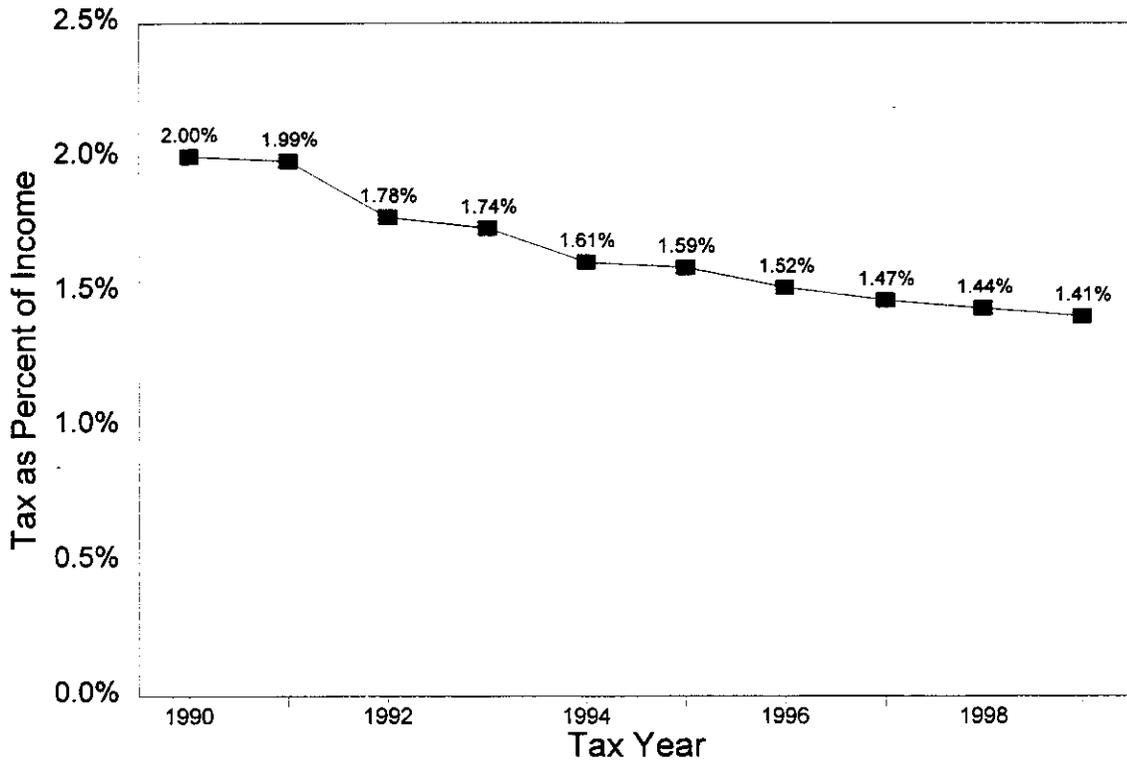
This graph shows the impact of inflation on real property tax revenues. The middle line in the graph shows real property tax revenues in constant 1990 dollars. As shown in the bottom line on this graph, which represents residential real property tax revenues in constant 1990 dollars, over the long-term there has been relatively little growth in residential real property tax revenue after adjusting for inflation.



## Per Capita Residential Real Estate Tax Revenue

Tax Years 1990 - 1999<sup>1</sup>

This graph depicts the proportion of City resident personal income that goes to pay the real property tax. For purposes of this graph, residential tax revenues include real property taxes generated by single family homes, condominiums and apartments (multi-family housing<sup>2</sup>). As shown in the graph, the real property tax burden has declined as a proportion of income since 1990.



<sup>1</sup> Per capita income figures for 1999 are the most recent available at the time of printing.

<sup>2</sup> The City usually classifies apartments as commercial property because they are income-producing properties.

## FY 2003 Proposed Tax Rates for Major Revenue Sources

	<u>City Approved Rate</u>	<u>Virginia Code Reference</u>	<u>Maximum Tax Rate Allowed by State</u>
Real Estate Tax	\$1.09 per \$100 assessed value	58.1-3200	none
Personal Property Tax	\$4.50 per \$100 assessed value (machinery and tools)	58.1-3507	none
	\$4.75 per \$100 assessed value (tangible pers. prop.)	58.1-3506-b	none
	\$3.55 per \$100 assessed value (handicap vehicles)	58.1-3506.1	none
Utility Tax (for residential users)	15% of water service charge	58.1-3814	20% on 1st \$15
	15% of local service charge for telephone	58.1-3812	20% on 1st \$15
	(\$2.40 maximum)	58.1-3814	\$3.00
	(\$2.40 maximum)	58.1-3814	\$3.00
	(\$2.40 maximum)	58.1-3814	\$3.00
	\$1.12 plus \$.012075 of each KWh	58.1-3814	\$3.00
	\$1.28 plus \$0.124444 of each CCF of gas delivered to group meter consumers (\$2.40 max)	58.1-3814	\$3.00
	\$1.28 plus \$0.050909 of each CCF of gas delivered to group meter interruptible consumers (\$2.40 max)	58.1-3814	\$3.00
(for commercial users)	15% of first \$150 of water service charge		20%
	25% of the first \$150 (on local phone service only)	58.1-3812	20%
	(Commercial consumer)	58.1-3814	various
	(Industrial consumer)	58.1-3814	various
	(Commercial or industrial)	58.1-3814	various
	(Non-residential consumer)	58.1-3814	various
Business and Professional Licenses		58.1-3700	
Gross Receipts Greater than \$10,000 and less than \$100,000	\$50.00	58.1-3703	\$50.00
Amusement and Entertainment	\$ .36 per \$100 gross receipts	through	\$0.36
Professional	\$ .58 per \$100 gross receipts	58.1-3735	\$0.58
Renting of Residential Property	\$ .50 per \$100 gross receipts		**
Renting of Commercial Property	\$ .35 per \$100 gross receipts		**
Finance Services	\$ .35 per \$100 gross receipts	58.1-3706	\$0.58
Personal, Business and Repair Svcs	\$ .35 per \$100 gross receipts		\$0.36
Retail Merchants	\$ .20 per \$100 gross receipts		\$0.20
Restaurants	\$ .20 per \$100 gross receipts		\$0.20
Filling Stations	\$ .20 per \$100 gross receipts		\$0.20
Contractors	\$ .16 per \$100 gross receipts		\$0.16
Wholesale Merchants	\$ .05 per \$100 of purchases		\$0.05
Alcoholic Beverages	\$5-\$1,500-(flat fee assessed as part of business license for sales of alcoholic beverages; fee is dependent upon seating capacity and/or type of license)	4.1-233	various
Public Utilities:			
Telephone Co	\$1.03 per \$100 gross receipts	58.1-2690	**
Telegraph Co	\$2.00 per \$100 gross receipts	58.1-2690	**
Water, heat, electric and gas	\$ .50 per \$100 gross receipts	58.1-3731	\$0.50
E-911 Tax	\$ .50 per line per month	58.1-3813	allow cost recovery
Telecommunications Right of Way Tax	\$ .63 per line per month	56-468.1	minimum of \$.50 per line per month; annual rate calc. by VDOT
Cigarette Tax	\$ .30 on each package of twenty cigarettes	58.1-3840	none
Daily Rental Tax	1.0% of gross receipts	58.1-3510.1	1%
Local Sales Tax	1.0% added to the rate of the State tax imposed	58.1-605	1%
Transient Lodging Tax	5.5% of total amount paid for room rental, plus \$1 per night lodging fee	58.1-3840	none
Restaurant Meal Tax	3.0% on all food and drink sold in the City	58.1-3840	none
Recordation Tax:			
Deed of Bargain and Sale			
Grantor	\$ .50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Grantee	\$ .50 per \$1,000 of sales price (equals State max)	58.1-3800	1/3 of State Chrgs
Deed of Trust	\$ .50 per \$1,000 of loan amount (equals State max)	58.1-3800	1/3 of State Chrgs
Tax Penalty	10% or \$10, whichever is greater	58.1-3916	10% or \$10
Tax Interest	10% per annum until January 1, 2000 after January 1, 2000 10% per annum for 1 <sup>st</sup> year, 5% per annum thereafter. Equals refund rates.	58.1-3916	10%

\*\* The City's existing tax rate exceeds the State cap. The State cap was established after the City had set this rate.



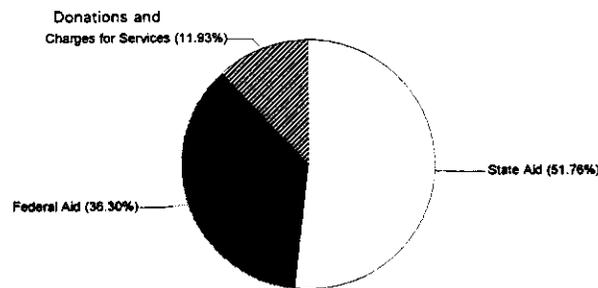
# GRANT FUNDING SUMMARY AND SPECIAL REVENUE FUNDS

## Grant Funding Summary and Special Revenue Funds

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Special Revenue Funds account for revenue derived from specific sources (other than capital projects) that are restricted by legal and regulatory provisions to finance specific activities. As shown in the graph titled "FY 2003 Estimated Special Revenue Funds," the City's Special Revenue Fund budget of \$74,425,612 consists primarily of State and federal aid and discretionary State and federal grants (88.1 percent). This compares to a FY 2002 initial Special Revenue Fund budget of \$72,653,507. The 2.4 percent increase is partially due to increased estimated federal revenues of \$523,872 in the Office of Sheriff and \$1.0 million in the Schools.

### FY 2003 Estimated Special Revenue Funds



The City Council approves, in advance, department and agency applications for discretionary grant funding. Programs and services funded by grant monies are authorized only for the term of the grant. Likewise, positions that are funded by grant sources are authorized only for the term of the grant and employees who fill these positions are notified of this condition of employment.

The table below summarizes the estimated FY 2003 Special Revenue Funds by department. Additional addendum tables have been included to provide more detailed information on federal funding for the Department of Mental Health, Mental Retardation and Substance Abuse (Addendum Table I) and the Department of Human Services (Addendum Table II). Estimates of Special Revenue Funds are based on the best available data at the time the budget is prepared. Generally, three to four times during the fiscal year, staff return to City Council with a supplemental appropriations ordinance to amend the Special Revenue Fund budget to reflect actual grant awards, to appropriate grants received that were not anticipated at the time the budget was prepared, to reduce the budget for grants that were anticipated but not actually awarded, or to appropriate donations or other sources of funding that differ from the original budget estimates. For additional information on grant funded activities, please refer to the individual department's budget chapter in this document.

## Grant Funding Summary and Special Revenue Funds

### FY 2003 ESTIMATED SPECIAL REVENUE FUNDS

Department	State Aid	Federal Aid	Charges, Donations and Other Sources	Total Special Revenue Funds
Commonwealth's Attorney's Office	0	\$381,405 <sup>a</sup>	0	\$381,405
Law Library	0	0	\$58,000 <sup>b</sup>	58,000
Other Public Safety	\$332,450 <sup>c</sup>	0	0	332,450
Court Services	248,317 <sup>d</sup>	0	0	248,317
Citizen Assistance	0	0	5,400 <sup>e</sup>	5,400
Office On Women	41,707 <sup>f</sup>	324,732 <sup>g</sup>	22,975	389,414
Personnel	0	0	6,000 <sup>h</sup>	6,000
Fire	263,000 <sup>i</sup>	29,000 <sup>j</sup>	2,500	294,500
Police	0	105,470 <sup>k</sup>	30,000 <sup>l</sup>	135,470
Sheriff	499,006 <sup>m</sup>	523,872 <sup>n</sup>	243,389 <sup>o</sup>	1,266,267
Health	0 <sup>p</sup>	0	0	0
MH/MR/SA	4,051,360	2,270,529	5,170,191	11,492,080 <sup>q</sup>
Human Services	10,269,155	14,337,508	219,840	24,826,503 <sup>r</sup>
Housing	0	1,750,000 <sup>s</sup>	35,374 <sup>t</sup>	1,785,374
Historic Alexandria	0	0	193,321	193,321
Recreation	20,869 <sup>u</sup>	112,118 <sup>v</sup>	37,000	169,987
Library	207,483	0	146,983	354,466
T&ES	168,482 <sup>w</sup>	43,730 <sup>x</sup>	0	212,212
Human Rights	0	25,000 <sup>y</sup>	0	25,000
Schools	22,406,506	7,103,825	2,739,115	32,249,446
<b>TOTAL</b>	<b>\$38,508,335</b>	<b>\$27,007,189</b>	<b>\$8,910,088</b>	<b>\$74,425,612</b>

## Grant Funding Summary and Special Revenue Funds

### Notes:

- /a Includes \$190,750 for the federal grant for the Victim-Witness Program, \$65,697 for V-Stop Domestic Violence Intervention grant; and \$124,958 for the Community Prosecution grant.
- /b Court assessed Law Library filing fees.
- /c Virginia Juvenile Community Crime Control Act, which funds the Sheltercare program.
- /d Virginia Juvenile Community Crime Control Act monies, which funds the Day Reporting Program and other small programs.
- /e Donations for the Gyumri Sister City program.
- /f Includes \$3,500 for Project STEPOUT / MANHOOD, \$11,410 for the State Shelter Support grant, and \$26,797 for the State Violence Against Women Act grant.
- /g Includes \$99,666 for the Rape Victim Companion grant, \$9,155 for the federal Shelter Support grant, \$169,399 for the Domestic Violence Program, and \$46,512 for the V-STOP/ Sexual Assault Response and Awareness Program (SARA).
- /h Mann Municipal Education Charitable Trust Fund, which funds selected education courses for City employees.
- /i Includes \$153,000 for Fire Suppression Programs, \$15,000 for Public Education, and \$95,000 for Emergency Services.
- /j Federal grant for Emergency Management Assistance Program.
- /k Includes \$105,470 for the federal share of the Advanced Generation Interoperability for Law Enforcement (AGILE) project.
- /l Reimbursement for overtime expenditures from the Northern Virginia Regional Crack Task Force.
- /m For the Comprehensive Community Corrections Act (CCCA) programs and Pre-Trial Services Act (PSA) grant.
- /n Federal funding for temporary perimeter security at the Public Safety Center is planned.
- /o Program fees for the Alexandria Alcohol Safety Action Program (AASAP).
- /p It should be noted that State funding for the Health Department does not pass through the City's Treasury; therefore, this funding is not reflected in this table. For additional information, please refer to the Health Department section of this budget.
- /q For a description of the federally funded grants for this department, please refer to Addendum Table I in this section of the budget document.
- /r For a description of the federally funded grants for this department, please refer to Addendum Table II in this section of the budget document.
- /s Includes \$671,000 in federal HOME monies and \$1,079,000 in Community Development Block Grant (CDBG) monies (see the description following these tables for information regarding the federal CDBG program).
- /t Includes \$16,191 for the repayment of principal and interest from the Business Assistance Loan Program, \$16,783 in repayment of principal and interest from the Home Rehabilitation Program, and \$2,400 in donations.
- /u Includes \$5,000 from the Local Government Challenge Grant and \$15,869 from the Litter Control Grant.
- /v U.S. Department of Agriculture Summer Food service program.
- /w Includes \$140,080 for the Ridesharing Grant, and \$28,402 for the Transit Services Employer Outreach Program.
- /x Federal Air Quality Grant.
- /y Equal Employment Opportunities Commission Grant.

## Grant Funding Summary and Special Revenue Funds

**Addendum Table I  
Department of Mental Health/Mental Retardation/Substance Abuse  
Federally Grant-Funded Programs**

	FEDERAL GRANT	FY 2003 PROPOSED BUDGET ESTIMATE
Mental Health (MH)  Programs	Block Grant for Community Mental Health Services--Serious Emotionally Disturbed (Children)	\$258,488
	Block Grant for Community Mental Health Services--Serious Mental Illness (Adults)	399,975
	Projects for Assistance in Transition from Homelessness	25,062
	Welfare TANF Foster Care (Title IV E)	143,000
	Unification/Stabalization of Families	10,000
MH & SA Programs	U.S. Department of Housing and Urban Development	266,567
Substance Abuse (SA)  Programs	Substance Abuse Residential Purchase of Services (SARPOS)	137,284
	Substance Abuse Prevention and Treatment-Alcohol	209,495
	Substance Abuse Prevention and Treatment-Drugs	262,913
	Substance Abuse Prevention and Treatment-HIV/AIDS	269,470
	Acquired Immunodeficiency Syndrome Grant	41,142
	High Intensity Drug Trafficking Area Treatment Grant-- Residential and Outpatient	109,069
Mental Retardation Programs	Grants for Infants and Toddlers with Disabilities	138,064
	<b>Total Federal Grants</b>	<b>\$2,270,529</b>

## Grant Funding Summary and Special Revenue Funds

### Addendum Table II

#### Department of Human Services Federally Grant-Funded Programs

FEDERAL GRANT	FY 2003 PROPOSED BUDGET ESTIMATE
Welfare Administrative Cost	\$ 135,475
Welfare Income Maintenance Eligibility	1,982,757
Welfare Clerical Cost Pool	263,000
Welfare Refugee Assistance Resettlement	165,000
Welfare Adult Child Services	2,312,740
Welfare Aid to Dependent Children	60,060
Welfare TANF Foster Care	546,647
Welfare Adoption Subsidy	173,386
Welfare Purchased Services	1,438,642
Child Day Care Supplemental	3,028,427
Older Americans Act	124,865
Home Delivered Meals	66,633
Congregate Meals	61,938
In-Home Services to the Elderly	225,744
WIA Summer Youth Program	103,703
Head Start	1,627,289
Transitional Apartment Planning & Eviction Storage (CDBG)	162,000
Community Services Block Grant (CSBG\BASIC)	161,085
Virginia Refugee Resettlement Program (VRRP)	83,600
WIA Adult Training	289,704
Food Stamp Employment Program	63,460
WIA Dislocated Worker	91,997
Employment Services\VIEW Program	460,483
Foster Parent Training	105,868
Metro Regional	220,284
All other Federal grants (includes individual program grants under \$50,000)	382,721
<b>Total Federal Grants</b>	<b>\$14,337,508</b>

## Community Development Block Grant

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In accordance with the Housing and Community Development Act of 1974 (Public Law 93-383, commonly known as the Community Development Block Grant), the City of Alexandria has received \$35,105,000 through FY 2003 to develop viable urban communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income levels. The City's recommended FY 2003 allocation is \$1,241,000.

The program outlined on the following page is the proposed FY 2003 CDBG program. The proposed FY 2003 program will be funded, in part, with CDBG funds and program income carried over from previous years.

For additional information on community development, housing assistance, and homeless prevention programs, refer to the Office of Housing and the Department of Human Services budgets in Section VIII of this document.

## Community Development Block Grant

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### I. COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS ALLOCATED TO ALEXANDRIA THROUGH FY 2003

<u>CITY CDBG PROGRAM YEAR</u>	<u>FISCAL YEAR</u>	<u>AMOUNT</u>
1	1976	\$1,735,000
2	1977	1,735,000
3	1978	1,735,000
4	1979	1,587,000
5	1980	1,550,000
6	1981	1,556,000
7	1982	1,497,000
8	1983	1,280,000
9	1984	1,207,000
10	1985	1,144,000
11	1986	1,134,000
12	1987	966,000
13	1988	970,000
14	1989	914,000
15	1990	950,000
16	1991	903,000
17	1992	1,009,000
18	1993	1,069,000
19	1994	1,077,000
20	1995	1,172,000
21	1996	1,302,000
22	1997	1,265,000
23	1998	1,237,000
24	1999	1,206,000
25	2000	1,213,000
26	2001	1,206,000
27	2002	1,245,000
28	2003	1,241,000
<b>Total</b>		<b>\$35,105,000</b>

## Community Development Block Grant

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### II. TWENTY-EIGHTH YEAR COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (FY 2003 Proposed)

#### Revenue Category

FY 2003 Funds Available CDBG	\$ 1,241,000
Carryover Funds (Prior Year CDBG Grant Funds)	473,000
FY 2003 Program Income	<u>16,783</u>
<b>Total Program Revenues</b>	<b><u>\$1,730,783</u></b>

#### Expenditure Category

##### A. Potomac East and Potomac West Programs

Blighting Influences Program	<u>118,453</u>	
Potomac East and Potomac West Programs		\$118,453

B. Homeownership Assistance Program	102,032	
Home Rehabilitation Loan Program	1,085,067	
Fair Housing Testing Program	45,264	
Winter Shelter	20,000	
Transitional Assistance Program	82,000	
Eviction Assistance and Furniture	<u>70,000</u>	
City-wide Programs Sub-Total		\$1,404,363

##### C. Special Activities

Boys and Girls Club Renovation	194,676	
This Way House Improvements	<u>13,291</u>	
		\$207,967

<b>Total Program Expenditures</b>	<b><u>\$1,730,783</u></b>
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<b>Net General Fund Budget for CDBG Programs</b>	<b>\$ 0</b>
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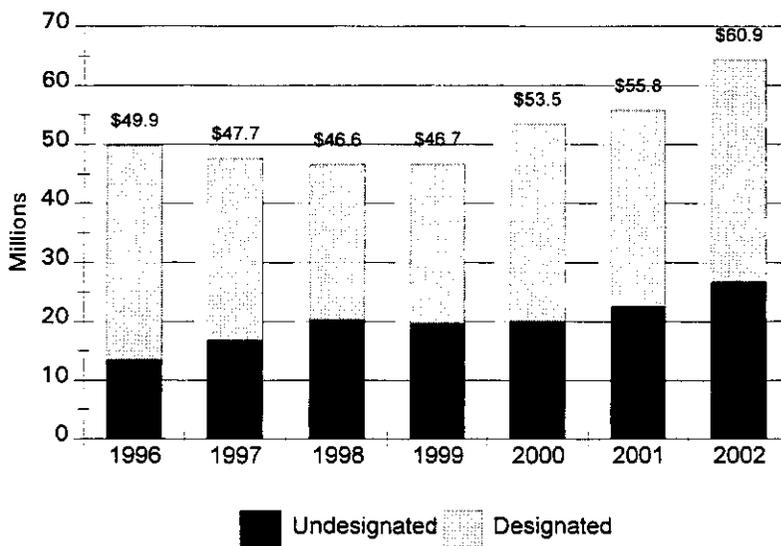
## Statement Of Estimated General Fund Balance

Unreserved General Fund Balance is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures — often referred to as "surplus" — that is available for appropriation by City Council. This is in comparison to the Reserved General Fund Balance which represents monies that have been reserved to pay for legal obligations of the City such as for purchase order encumbrances. Maintaining a prudent level of unreserved General Fund balance is critical to ensuring that the City is able to cope with financial emergencies and fluctuations in revenue cycles. General Fund balance also provides working capital during temporary periods when expenditures exceed revenues.

The graph below shows total actual unreserved and undesignated General Fund balance from FY 1996 through FY 2001, and projected fund balance at the close of FY 2002. As shown in the chart, after nearly four years of declining fund balance, in FY 2000 the City had replenished unreserved fund balance to its highest level since FY 1996. As proposed, the budget recommends use of a certain portion of fund balance for capital projects, in addition to pay-as-you-go capital funding. Projected unreserved fund balance (the total amount available for appropriation, regardless of designations) is estimated to be \$60.9 million at June 30, 2002, which represents 17.0 percent of FY 2002 projected General Fund revenues. The City Council's adopted debt policies indicate that unreserved General Fund balance that is comparable to the ratio maintained by other double triple-A rated jurisdictions is desirable, but it is not to fall below 10 percent of General Fund revenues. In order to maintain the current level of undesignated fund balance into future years, the "pay-as-you-go" portion of capital projects will need to be funded largely out of current revenues in future years, rather than relying extensively on the one-time revenue source of fund balance to meet capital needs without additional borrowing.

The City Council's adopted debt-related financial policies are reproduced in the appendices section of this document. The debt policies are followed by a Layperson's Guide to Fund Balance based on the report prepared by the Budget and Fiscal Affairs Advisory Committee.

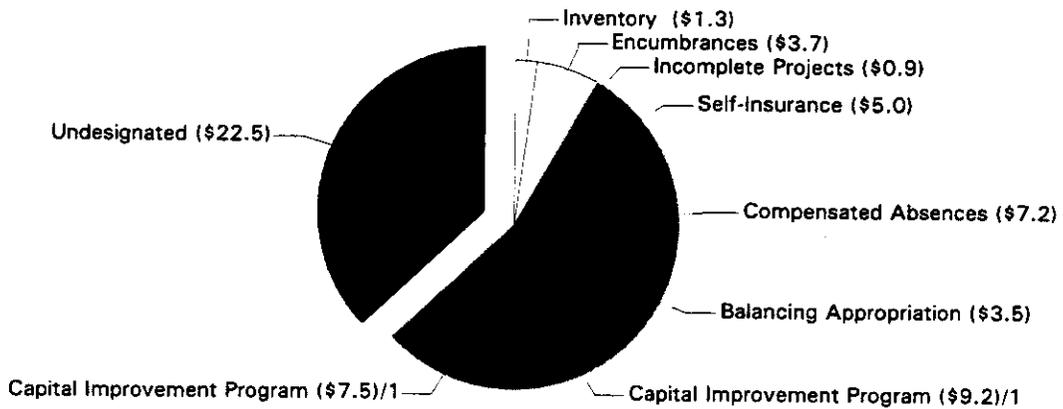
### Unreserved General Fund



## City of Alexandria General Fund Fund Balance

This pie chart shows all of the component parts of General Fund balance (reserved, designated and undesignated) as of June 30, 2001.

### Fund Balance as of June 30, 2001 \$60.8 million



- Reserve monies - not available for appropriation.
  - The remaining components of fund balance comprise unreserved fund balance.
  - Designated monies - These designated reserves are to help the City offset the cost of the specific type of obligation for which the funds are earmarked. Although technically available for appropriation, these monies are generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies.
  - Undesignated - This is the amount of money generally considered to be the City's reserve fund.
- /1 Designations for the Capital Improvement Program include \$7.5 million designated for the FY 2002 CIP and \$9.2 million designated for the FY 2003 CIP.

## Statement of Estimated General Fund Balance

City Council's debt related financial policies, originally adopted in June 1987, and subsequently reaffirmed and updated on December 9, 1997, established a limit of 4 percent and a target of 5.5 percent for undesignated General Fund balance as a percentage of General Fund revenue, and established a limit of 10 percent for unreserved General Fund balance as a percentage of General Fund revenue. Designated fund balance are reserves funds "earmarked" to help the City offset the cost of a specific type of obligation. Although technically available for appropriation, these monies are not generally considered available to fund other program or service requirements by the City Manager or the City Council under the City's adopted financial policies. Undesignated fund balance is the amount of money considered to be the City's reserve fund. As with all monies in fund balance, it is a one-time source of revenue.

Reflecting City Council's priorities in setting aside resources for contingencies and other specific purposes, unreserved General Fund fund balance includes the following designated resources at June 30, 2001:

- \$3,506,000 appropriated in fiscal year 2001 to balance the fiscal year 2002 budget as approved by City Council;
- \$5,000,000 to cover possible costs of the City's self-insurance program covering general liability, motor vehicle liability and workers compensation (previously approved in the context of discussions on the self-insurance program);
- \$7,208,635 to cover approximately 50% of the estimated liability for the City's compensated absences. This designation category was originally designed in FY 1990 to mitigate the anticipated effects of changes in the financial reporting model which was eventually adopted by the Government Accounting Standards Board (GASB) in June 1999;
- \$16,700,000 for capital expenditures, designated for capital projects contained in prior Capital Improvement Program budgets (CIP), including \$7,500,000 designated for the FY 2002 CIP and \$9,200,000 designated for the FY 2003 CIP; and
- \$890,895 for operating fund projects that are incomplete as of June 30, 2001.

After accounting for these designations, undesignated General Fund fund balance at June 30, 2001 was \$22,519,957. The \$22.5 million in the undesignated fund balance was equal to 6.7 percent of FY 2001 actual General Fund revenues, compared with a floor of 4 percent and a target of 5.5 percent, as established by City Council's debt related financial policies. Unreserved fund balance as of June 30, 2001, of \$55.8 million was equal to 16.6 percent of FY 2001 actual General Fund revenues, compared with a City Council-established limit of 10 percent.

## Statement of Estimated General Fund Balance

### Designations in the Proposed Fiscal Year 2003 Budget

In the fiscal year 2003 operating budget, the City Manager recommends the following changes in designations:

- The proposed appropriation from fund balance required to balance the FY 2002 budget is \$9,773,644. As shown in the Statement of Estimated Undesignated Fund Balance, the City does not anticipate using the FY 2002 balancing appropriation from Fund Balance of \$3,506,000. The FY 2003 balancing appropriation results in an increase in the designation for the upcoming budget of \$6,267,644, from \$3,506,000 in FY 2002 to \$9,773,644 designated for the fiscal year 2003 budget. While a substantial increase, the \$9.8 million remains below the \$14.0 million planned FY 2003 General Fund transfer to the Capital Projects Fund, and thereby insulates the General Fund operating budget from any unforeseen revenue shortfalls in FY 2003 and FY 2004.
- To help meet the projected cash capital funding requirements for projects contained in the Approved Capital Improvements Program, \$6,400,000 is designated for capital projects in FY 2003 of the FY 2003 to FY 2008 Proposed Capital Improvement Program, this is in addition to the \$9,200,000 previously designated for capital projects in FY 2003.

Based on projected revenues and expenditures in fiscal year 2002, the undesignated General Fund balance at June 30, 2002 is currently estimated to be \$23,687,563, or 6.5 percent of projected FY 2002 General Fund revenues; and the unreserved General Fund balance is estimated to be \$60,869,842, or 17.0 percent of projected General Fund revenues.

## Statement of Estimated Undesignated Fund Balance

at June 30, 2002

Components: Unreserved Fund Balance (Note: columns 1 plus 2 equal total unreserved fund balance)			
	(1) Undesignated Fund Balance	(2) Designations	(3) Unreserved Fund Balance
Fund Balance as of June 30, 2001 (per Comprehensive Annual Financial Report)	\$22,519,957	\$33,305,530	\$55,825,487
Add to total fund balance the projected variance in General Fund revenues for FY 2002/*	7,735,250		7,735,250
Add to total fund balance the projected variance in General Fund expenditures for FY 2002/**	5,700,000		5,700,000
Less: Expected expenditure of unreserved fund balance designated in FY 2001 for events occurring subsequent to June 30, 2001			
Capital projects designation		(7,500,000)	(7,500,000)
Incomplete Operating Fund Projects		(890,895)	(890,895)
Changes in Designations at June 30, 2002 (These changes in designations do not impact unreserved fund balance.)			
Add: Net change in balancing appropriation for the FY 2003 operating budget /**	(6,267,644)	6,267,644	
Less: Recommended additional designation for capital projects contained in the FY 2003-FY 2008 Capital Improvement Program beyond \$9.2 million previously designated	(6,400,000)	6,400,000	
Sum of above changes to show Estimated Fund Balance at June 30, 2002	<u>\$23,287,563</u>	<u>\$37,582,279</u>	<u>\$60,869,842</u>
Estimated Fund Balance as % of FY 2002 General Fund Revenue	6.5%		17.0%
Target per financial policies	5.5%		10.0%

**Notes:**

- /\* FY 2002 projected variance based on projected FY 2002 revenues of \$357,906,800 less the FY 2002 Approved revenue budget of \$350,171,550, for a net positive variance of \$7,735,250.
- \*\* FY 2002 projected variance based on projected FY 2002 expenditures compared to the FY 2002 Amended Budget of \$350,171,550.
- \*\*\* The City does not anticipate using the FY 2002 balancing appropriation from Fund Balance of \$3,506,000. The FY 2003 balancing appropriation results in an increase in the designation for the upcoming budget of \$6,267,644, from \$3,506,000 in FY 2002 to \$9,773,644 designated for the fiscal year 2003 budget.

# Multi-Year Revenue and Expenditure Forecast Scenarios

**REVENUE AND EXPENDITURE FORECAST SCENARIOS**  
**Three Scenarios using Low Growth, Mid-Growth & High Growth**  
**Revenue Assumptions**

The following three tables present revenue and expenditure forecasts for all funds in the City's operating budget, as requested by the Budget and Fiscal Affairs Advisory Committee and as required under the City Council's debt-related financial policies. These forecast scenarios are based on the sets of assumptions detailed below.

It is important to note that in years where the forecast scenario results in a negative variance between projected revenues and projected expenditures, the variance would have to be addressed, and each year's budget balanced, through a reduction in the planned level of expenditures, an increase in revenues (tax or fee increases or new revenue sources) or a combination of these methods. As a result, the cumulative shortfall in the out years of these forecasts will actually never occur.

The expenditure assumptions included in these scenarios remain constant in each of the scenarios, while the revenue assumptions vary. This approach illustrates the sensitivity of maintaining current services and policies with varying rates of revenue growth. In all scenarios, before individual category assumptions have been made, staff assumed a consumer price index (CPI) growth of 2.5 percent per year. It should be noted, however, that non-personnel expenditures in general are projected to increase at less than the rate of inflation, which will require that the City and the Schools continue to achieve efficiencies in service delivery. It should also be noted that the expenditure assumptions included in these scenarios are not meant to be an indication of any commitment to a particular level of planned expenditure increases in future years; rather, these assumptions are meant to illustrate the possible funding choices the City must make in future years in each revenue growth scenario.

The Mid-Range Forecast Scenario represents the most probable outcome of the three scenarios with regard to overall revenue and expenditure growth rates. However, with the many economic and policy variables that would influence revenues and expenditures in the FY 2003 to FY 2008 time period, the bottom line excess or shortfall amounts need to be considered as "order of magnitude" results that will change as the assumed economic and policy variables differ from these long-range projections. In that light, the \$5.1 million shortfall projection in the Mid-Range Forecast Scenario for FY 2004 will have some degree of variability, and because it represents approximately 1.1% of total revenues, it should not be a material concern. It does reflect, however, that because of increasing infrastructure demands, school funding needs, fair employee compensation responsibilities, and an "antiquated" tax structure that is tied largely to property taxes, the City will continue to be required to make careful fiscal, programmatic and policy choices in the years ahead.

The funding gap or surplus forecasts range from a negative \$45.9 million to a positive \$37.6 million in FY 2008. This represents only a 15% band in comparison to the total expenditure budget estimate in FY 2008. As a result, the conclusion that one can reach is that the City's finances are sound and will remain sound. However, careful financial management and sound policy decision making will be critical to keeping the City's finances sound over the long term.

**ALL SCENARIOS - EXPENDITURES**

**EXPENDITURE ASSUMPTIONS: (Assumptions remain constant for each revenue scenario)**

- (1) FY 2003 expenditures reflect the Proposed FY 2003 budget. All expenditure assumptions build from this base.
- (2) Cash capital expenditures: The projected expenditures from FY 2003-FY 2008 for cash capital are consistent with the Capital Improvement Program Funding Summary presented in the FY 2003-FY 2008 Capital Improvement Program document, which reflects cash capital appropriations to meet planned pay-as-you-go capital funding levels.
- (3) Debt service expenditures: The projected expenditures from FY 2003-FY 2008 for debt service are consistent with the Proposed Capital Improvement Program, which reflects the issuance of \$55 million in additional new General Obligation debt: \$28 million in FY 2004, \$20 million in FY 2005, and \$7 million in FY 2006. All new debt issuance assumes 20 year issues, with principal payments structured on a phased-in basis, with a true interest cost of approximately 4.75 percent.

(4) Personnel expenditures — City and Schools:

In FY 2004-FY 2008, City personnel expenditures increase 4.6 percent, which is the result of providing funding for a step increase on the declining percentage pay plan for an estimated 75 percent of the City work force not at the maximum salary on the pay scales, a cost of living adjustment (approximately 2.0 percent) in each year, and increasing health insurance costs. Staffing levels in each agency are projected to remain constant at FY 2003 levels.

School personnel expenditures: Schools personnel expenditures increase at the same rate as the City with the addition of \$1.5 million per year to compensate for budget initiatives and enrollment increases the order of magnitude of which is unknown.

(5) Non-Personnel expenditures — City and Schools:

(a) City Non-personnel expenditures

In FY 2004-FY 2008, a 3 percent increase is assumed for non-personnel expenditures in all categories except transit subsidies, cash capital and debt service, and as noted below.

## Multi-Year Revenue and Expenditures Forecast Scenarios

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- Recycling costs in FY 2004 through FY 2008: Due to the increasing cost of refuse disposal at the Waste to Energy plant and the need to maintain a competitive tip fee, the City is no longer able to finance its recycling program through a surcharge on the tip fee at the plant. As a result, the City's General Fund expenditures for recycling are projected to increase by \$350,000 in FY 2004, \$500,000 in FY 2005, \$525,000 in FY 2006, \$550,000 in FY 2007, and \$570,320 in FY 2008. This is likely to be recovered by increasing the solid waste fee.
- Transit Subsidies in FY 2004 through FY 2008: Transit subsidies are projected to increase by 5 percent each year due to increased capital and operating needs anticipated at WMATA and DASH due to ridership growth and aging infrastructures.
- Schools Non-personnel expenditures: In each year from FY 2004-FY 2008, Schools non-personnel expenditures are projected to increase at 3 percent, which is the same as City non-personnel increases.

Multi-Year Revenue and Expenditures Forecast Scenarios

**ALL SCENARIOS - REVENUE**

Three different scenarios of revenue growth for the period of FY 2004 through FY 2008 have been developed based on varying assumptions about future rates of growth for each of the revenue categories listed in the table below. Each scenario is based on FY 2003 proposed tax and fee rates. All projected increases are generated by economic growth or the impact of inflation on goods and services that are taxed. The rate of growth assumed in each category for each scenario is shown below.

Revenue Category	Low Growth	Mid-Range Growth	High Growth
Real Estate Property	3%	5%	7%
Personal Property	5%	7%	9%
Penalties & Interest	1%	3%	5%
Local Sales	3%	5%	7%
Utility	1%	1%	1%
Business License	3%	5%	7%
Motor Vehicle License	1%	1%	1%
Recordation	0%	5%	7%
Tobacco	0%	0%	0%
Transient Lodging	1%	3%	5%
Restaurant Food	3%	4%	5%
Other Miscellaneous	3%	3%	3%
Intergovernmental	0%	3%	5%
Other Non-Tax Revenue	3%	3%	3%
Other Special Revenue	3%	3%	3%
Equipment Replacement Fund	3%	3%	3%

**Low Growth Forecast Scenario**

	FY 2003 Proposed (1)	FY 2004 Forecast (2)	FY 2005 Forecast (3)	FY 2006 Forecast (4)	FY 2007 Forecast (5)	FY 2008 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	183,259,700	188,757,400	194,420,200	200,252,800	206,260,400
4 Personal property tax	30,784,000	32,323,200	33,939,400	35,636,300	37,418,100	39,289,100
5 Penalties and interest	1,600,000	1,616,000	1,632,200	1,648,500	1,665,000	1,681,600
6						
7 Total general property tax revenue	210,306,000	217,198,900	224,329,000	231,705,000	239,335,900	247,231,000
8						
9 Other Local Tax Revenue	83,168,000	85,077,000	87,038,400	89,053,700	91,124,300	93,252,000
10						
11 Other Non-Tax Revenue	70,063,600	70,794,200	71,546,800	72,321,900	73,120,300	73,942,700
12						
13 Total General Fund Revenues	363,537,600	373,070,100	382,914,200	393,080,600	403,580,500	414,425,700
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	377,070,100	386,914,200	397,080,600	407,580,500	418,425,700
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	460,685,400	473,038,000	485,788,100	498,949,200	512,535,400
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses						
45 Note: In reality, the projected deficits would not occur.	0	-14,803,600	-25,118,000	-34,909,900	-39,660,800	-45,894,600
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	Not projected				

**Mid-Range Growth Forecast Scenario**

	FY 2003 Proposed	FY 2004 Forecast	FY 2005 Forecast	FY 2006 Forecast	FY 2007 Forecast	FY 2008 Forecast
	(1)	(2)	(3)	(4)	(5)	(6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	186,818,100	196,159,000	205,967,000	216,265,300	227,078,600
4 Personal property tax	30,784,000	32,938,900	35,244,600	37,711,700	40,351,500	43,176,200
5 Penalties and interest	1,600,000	1,648,000	1,697,400	1,748,400	1,800,800	1,854,800
6						
7 Total general property tax revenue	210,306,000	221,405,000	233,101,000	245,427,000	258,417,700	272,109,600
8						
9 Other Local Tax Revenue	83,168,000	86,198,000	89,362,800	92,668,600	96,122,100	99,730,300
10						
11 Other Non-Tax Revenue	70,063,600	72,165,500	74,330,500	76,560,400	78,857,200	81,222,900
12						
13 Total General Fund Revenues	363,537,600	379,768,500	396,794,300	414,656,000	433,397,000	453,062,800
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	386,768,500	403,794,300	421,656,000	440,397,000	460,062,800
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	470,383,800	489,918,100	510,363,500	531,765,700	554,172,500
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses						
45 Note: In reality, the projected deficits would not occur.	0	-5,105,200	-8,237,900	-10,334,500	-6,844,300	-4,257,500
46 Actions would be taken to reduce expenditures or increase revenues.						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	Not projected				

### High Growth Forecast Scenario

	FY 2003 Proposed (1)	FY 2004 Forecast (2)	FY 2005 Forecast (3)	FY 2006 Forecast (4)	FY 2007 Forecast (5)	FY 2008 Forecast (6)
1 General Fund						
2 General property tax revenue						
3 Real property tax	177,922,000	190,376,500	203,702,900	217,962,100	233,219,400	249,544,800
4 Personal property tax	30,784,000	33,554,600	36,574,500	39,866,200	43,454,100	47,365,000
5 Penalties and interest	1,600,000	1,680,000	1,764,000	1,852,200	1,944,800	2,042,100
6						
7 Total general property tax revenue	210,306,000	225,611,100	242,041,400	259,680,500	278,618,400	298,951,900
8						
9 Other Local Tax Revenue	83,168,000	87,274,000	91,637,100	96,274,200	101,203,500	106,444,500
10						
11 Other Non-Tax Revenue	70,063,600	73,079,700	76,232,000	79,526,800	82,970,900	86,571,200
12						
13 Total General Fund Revenues	363,537,600	385,964,800	409,910,500	435,481,500	462,792,800	491,967,600
14 Other Financing Sources (Uses)						
15 Appropriation from Fund Balance						
16 for Operating Budget	9,773,600	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
17						
18						
19 Total General Fund revenues and other						
20 sources	373,311,200	395,964,800	419,910,500	445,481,500	472,792,800	501,967,600
21 Special Revenues & Other Funds						
22 Appropriation from Schools Fund Balance	0	0	0	0	0	0
23 Other Special Revenue (donations/charges)	74,993,700	77,243,500	79,560,800	81,947,600	84,406,000	86,938,200
24 Enterprise Fund	751,000	773,500	796,700	820,600	845,200	870,600
25 Equipment Replacement Fund	5,435,300	5,598,300	5,766,300	5,939,300	6,117,400	6,301,000
26						
27 Total Special Revenue & Other Funds	81,179,900	83,615,300	86,123,800	88,707,500	91,368,700	94,109,700
28						
29 Total Revenues, All Funds	454,491,000	479,580,100	506,034,300	534,189,000	564,161,500	596,077,300
30						
31 EXPENDITURES & OTHER USES						
32						
33 City Personnel	162,221,000	169,683,000	177,489,000	185,653,000	194,193,000	203,126,000
34 City Non-personnel, including Transit	112,768,000	116,665,000	120,838,000	125,169,000	129,665,000	134,326,000
35 Debt service	17,739,100	18,454,700	19,366,700	20,467,900	19,513,100	19,005,500
36 Cash capital	14,000,000	15,000,000	16,500,000	16,800,000	13,600,000	10,900,000
37						
38 Schools Personnel	124,375,000	131,596,300	139,149,700	147,050,600	155,314,900	163,959,400
39 Schools Non-personnel	23,388,400	24,090,000	24,812,700	25,557,100	26,323,800	27,113,500
40						
41 Total Expenditures	454,491,000	475,489,000	498,156,000	520,698,000	538,610,000	558,430,000
42						
43 Excess/(Shortfall) of Revenues and Other						
44 Sources over Expenditures and Other Uses	0	4,091,100	7,878,300	13,491,000	25,551,500	37,647,300
45						
46						
47						
48 DEBT SERVICE INDICATORS						
49						
50 Debt as a % of Real Property Assessed Value	0.8%	0.9%	0.9%	0.8%	0.7%	0.7%
51 Debt per capita as a % of per capita income	1.8%	1.9%	1.8%	1.7%	1.5%	1.3%
52 Debt Service as % of General Fund Estimated Expenditures	3.9%	3.9%	3.9%	3.9%	3.6%	3.4%
53 Unreserved Fund Balance as a % of General Fund Revenue	18.0%	Not projected				

# PERSONNEL SUMMARY

## General Salary Adjustment History

The table below shows the General Salary Adjustments granted to City employees from FY 1983 through FY 2002, as well as the proposed COLA for FY 2003, along with the previous calendar years' inflation rates. The General Salary Adjustments include cost of living (COLA) adjustments given to City employees. The salary adjustments below do not include merit adjustments, which are based on employee performance.

Fiscal Year	General Salary Adjustments	Inflation Rate <sup>/A</sup> (for previous calendar year)
1983	5.0	5.5 (1982)
1984	3.0	4.5 (1983)
1985	5.0	4.8 (1984)
1986	4.0	4.2 (1985)
1987	4.0	2.9 (1986)
1988	4.0	3.6 (1987)
1989	4.0	4.1 (1988)
1990	3.0	5.8 (1989)
1991	3.0 (July 1, 1990 - Dec. 31, 1990) 0.5 (Jan. 1, 1991 - June 30, 1991) <sup>/B</sup>	5.9 (1990)
1992	2.0	4.1 (1991)
1993	0.0	2.5 (1992)
1994	2.5	3.2 (1993)
1995	2.0	1.9 (1994)
1996	3.0	2.0 (1995)
1997	2.0	2.8 (1996)
1998	2.0 (July 1, 1997 - Dec. 31, 1997) 3.0 (Jan. 1, 1998 - June 30, 1998) <sup>/C</sup>	1.7 (1997)
1999	0.0	1.3 (1998)
2000	2.0	2.1 (1999)
2001	2.5	3.3 (2000)
2002	3.0	1.9 (2001) <sup>/D</sup>
2003	2.5 (proposed)	

<sup>/A</sup> Source: National Consumer Price Index, all Urban Consumers for the Washington-Baltimore, DC-MD-VA-WV region (CPI-U-DC) 1996 = 100, Bureau of Labor Statistics, U.S. Department of Labor, average to average annual rate. The inflation data have been revised from previously published documents to show the CPI-U-DC, a regional measure of inflation, consistent with the inflation measure called for in the City's Compensation Philosophy.

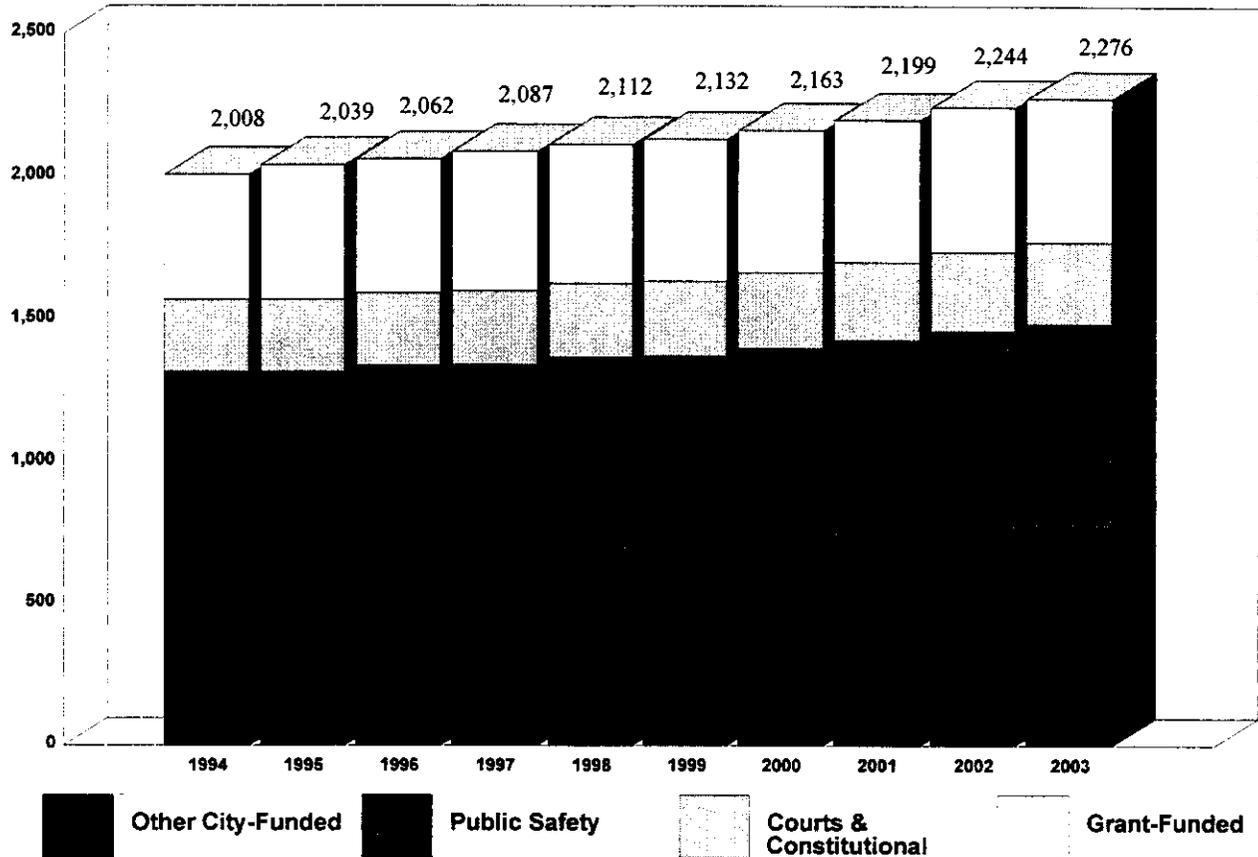
<sup>/B</sup> In FY 1991, City Council approved a three percent general salary adjustment effective from July 1, 1990 to December 31, 1990, and an additional one-half of one percent general salary adjustment effective on January 1, 1991. The effective general salary adjustment for FY 1991 was 3.25 percent.

<sup>/C</sup> In FY 1998, City Council approved a two percent general salary adjustment (COLA) effective July 1, 1997, plus a three percent market rate adjustment effective on January 1, 1998. City Council approved the market rate adjustment based on the results of a consultant survey that documented that some City classifications were below market comparators.

<sup>/D</sup> Date shown is the January 2001 to January 2002 annual rate, the latest available at the time of budget preparation.

# CHANGES IN FULL-TIME POSITIONS

## FY 1994 - FY 2003



## Changes in Full-Time Positions Ten Year Summary (FY 1994 - FY 2003)

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
<b>I. PUBLIC SAFETY DEPARTMENTS</b>										
Fire	264	267 <sup>a5</sup>	267	267	266 <sup>a8</sup>	266	268 <sup>a0</sup>	268	276 <sup>a2</sup>	281 <sup>a3</sup>
Police	377 <sup>a4</sup>	378 <sup>b5</sup>	399 <sup>a6</sup>	401 <sup>a7</sup>	405 <sup>b8</sup>	406 <sup>a9</sup>	415 <sup>b0</sup>	420 <sup>a1</sup>	420	430 <sup>b3</sup>
<b>SUBTOTAL PUBLIC SAFETY</b>	<u>641</u>	<u>645</u>	<u>666</u>	<u>668</u>	<u>671</u>	<u>672</u>	<u>683</u>	<u>688</u>	<u>696</u>	<u>711</u>
<b>II. OTHER CITY-FUNDED DEPARTMENTS AND AGENCIES</b>										
Human Relations (formerly Affirmative Action, Human Rights & Office on Women)	16	16	16	18 <sup>b7</sup>	20 <sup>c8</sup>	20	20	0	0	0
Citizen Assistance	8 <sup>b4</sup>	8	8	8	8	8	7 <sup>c0</sup>	8 <sup>b1</sup>	7 <sup>b2</sup>	7
City Attorney	12 <sup>c4</sup>	12	12	12	12	12	14 <sup>d0</sup>	14	15 <sup>c2</sup>	15
City Council	7	7	7	7	7	7	7	7	7	7
City Council Administrative Aides*	7	7	7	7	7	7	7	7	7	7
City Clerk	3	3	3	3	3	3	3	3	3	3
City Manager	8	8	8	8	8	8	8	15 <sup>c1</sup>	16 <sup>b2</sup>	16
Finance	68 <sup>d4</sup>	68	68	68	74 <sup>d8</sup>	80 <sup>b9</sup>	85 <sup>e0</sup>	86 <sup>d1</sup>	87 <sup>d2</sup>	91 <sup>c3</sup>
General Services	69	69	69	69	69	69	71 <sup>f0</sup>	74 <sup>e1</sup>	72 <sup>e2</sup>	73 <sup>d3</sup>
Health	7	7	7	7	8 <sup>e8</sup>	9 <sup>c9</sup>	9	6 <sup>f1</sup>	7 <sup>i2</sup>	7
Historic Alexandria	21	21	22 <sup>b6</sup>	17 <sup>c7</sup>	17	17	17	16 <sup>g1</sup>	16	17 <sup>e3</sup>
Human Rights	-	-	-	-	-	-	-	4	4	4
Information Technology Services	37	37	38 <sup>c6</sup>	40 <sup>c7</sup>	48 <sup>f8</sup>	48	49	53 <sup>h1</sup>	56 <sup>g2</sup>	56
Internal Audit	-	-	-	-	-	-	-	2 <sup>i1</sup>	2	2
Library	42 <sup>e4</sup>	42	41 <sup>b6</sup>	41	41	41	43 <sup>g0</sup>	49 <sup>j1</sup>	53 <sup>h2</sup>	52 <sup>f3</sup>
Management and Budget	11	11	11	11	11	11	11	11	11	11
Office of the Legislative Director	-	-	-	1 <sup>c7</sup>	1	1	1	0 <sup>k1</sup>	0	0
Office on Women	-	-	-	-	-	-	-	18 <sup>i1</sup>	18	18
Personnel Services	19	19	19	20 <sup>c7</sup>	20	20	20	20	20	22 <sup>g3</sup>
Planning and Zoning	24	24	24	24	24	24	25	27 <sup>m1</sup>	33 <sup>i2</sup>	34 <sup>h3</sup>
Real Estate Assessments	11	11	11	11	11	11 <sup>d9</sup>	11	11	11	11
Recreation, Parks & Cultural Activities	115 <sup>f4</sup>	113 <sup>c5</sup>	113	113	117 <sup>g8</sup>	117	120 <sup>h0</sup>	123 <sup>n1</sup>	127 <sup>j2</sup>	127
Transportation & Environmental Services	192 <sup>g4</sup>	189 <sup>a5</sup>	190 <sup>d6</sup>	190	190	188 <sup>e9</sup>	188	191 <sup>f1</sup>	195 <sup>k2</sup>	196 <sup>i3</sup>
<b>SUBTOTAL OTHER CITY-FUNDED</b>	<u>677</u>	<u>672</u>	<u>674</u>	<u>675</u>	<u>696</u>	<u>701</u>	<u>716</u>	<u>745</u>	<u>767</u>	<u>776</u>
<b>III. PREDOMINANTLY GRANT-FUNDED DEPARTMENTS AND AGENCIES</b>										
Housing	24	24	24	22 <sup>d7</sup>	20 <sup>h8</sup>	19 <sup>f9</sup>	20 <sup>i0</sup>	20	20	20
Human Services	195 <sup>h4</sup>	190 <sup>d5</sup>	190	201 <sup>e7</sup>	199 <sup>i8</sup>	210 <sup>g9</sup>	212 <sup>j0</sup>	215 <sup>o1</sup>	223 <sup>l2</sup>	222 <sup>j3</sup>
Mental Health, Mental Retardation & Substance Abuse	218 <sup>i4</sup>	253 <sup>e5</sup>	253	261 <sup>f7</sup>	262 <sup>j8</sup>	265 <sup>h9</sup>	264 <sup>k0</sup>	258 <sup>p1</sup>	261 <sup>m2</sup>	260 <sup>k3</sup>
<b>SUBTOTAL GRANT-FUNDED DEPARTMENTS</b>	<u>437</u>	<u>467</u>	<u>467</u>	<u>484</u>	<u>481</u>	<u>494</u>	<u>496</u>	<u>493</u>	<u>504</u>	<u>502</u>

**Please note:** Effective July 1, 2000, the functions of the Human Relations Office have been decentralized. The Affirmative Action function and the Call to Community Initiative were transferred to the City Manager's Office. The Human Rights Office and the Office on Women are independent departments.

\* These positions, with the exception of the Mayor's Aide, are classified as permanent part-time positions.

## Changes in Full-Time Positions (continued)

	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
<b>IV. COURTS AND CONSTITUTIONAL OFFICERS</b>										
Circuit Court	7 <sup>j4</sup>	8 <sup>15</sup>	8	9 <sup>97</sup>	10 <sup>k8</sup>	10	10	13 <sup>q1</sup>	13	13
Clerk of Courts	20	20	20	20	20	20	20	21 <sup>r1</sup>	21	21
Commonwealth's Attorney	24 <sup>k4</sup>	24	24	25 <sup>h7</sup>	28 <sup>L8</sup>	29 <sup>i9</sup>	29	27 <sup>s1</sup>	29 <sup>n2</sup>	30 <sup>L3</sup>
Court Service Unit	3	4 <sup>g5</sup>	4	8 <sup>i7</sup>	8	8	8	8	8	8
Law Library	1	1	1	1	1	1	1	1	1	1
Registrar of Voters	4	4	4	4	4	4	4	4	4	4
Sheriff	194 <sup>l4</sup>	194	194	193 <sup>i7</sup>	193	193	196 <sup>10</sup>	201 <sup>t1</sup>	201	210 <sup>m3</sup>
<b>SUBTOTAL COURTS AND CONSTITUTIONAL</b>	<b>253</b>	<b>255</b>	<b>255</b>	<b>260</b>	<b>264</b>	<b>265</b>	<b>268</b>	<b>275</b>	<b>277</b>	<b>287</b>
<b>TOTAL CITY EMPLOYEES</b>	<b>2,008</b>	<b>2,039</b>	<b>2,062</b>	<b>2,087</b>	<b>2,112</b>	<b>2,132</b>	<b>2,163</b>	<b>2,199</b>	<b>2,244</b>	<b>2,276</b>
<b>V. SCHOOL EMPLOYEES</b>										
Schools	1,649	1,664	1,723	1,764	1,790	1,848	1,894	2,010	2,083	2,089
<b>GRAND TOTAL</b>	<b>3,657</b>	<b>3,703</b>	<b>3,785</b>	<b>3,851</b>	<b>3,902</b>	<b>3,980</b>	<b>4,057</b>	<b>4,209</b>	<b>4,327</b>	<b>4,365</b>

### FY 1994

- (a4) The ten additional Police Department positions result from the following actions: (1) on May 5, 1993, Council authorized the civilianization of the Heck Inspector position, reassigned the sworn officer position to Patrol and made permanent the pilot residential police officer position; (2) in the summer of 1993, the City was awarded a grant from the Department of Criminal Justice to fund a third Residential Police Officer (RPO) position; and (3) in the fall of 1993, the City Manager approved the advance hire of eight civilian special officer positions to handle front desk and related duties, thereby returning eight police officers to street operations.
- (b4) Reduction of a Consumer Affairs Investigator position due to a workload decrease.
- (c4) Reduction of a Safety Officer position due to the contracting out of these services.
- (d4) Transfer of a position from Transportation and Environmental Services to Finance.
- (e4) Reduction of one administrative position.
- (f4) Reduction of an administrative support position.
- (g4) Reflects the elimination of five positions due to additional contracting out of street patching operations, the addition of a grant funded position in the Transit Services Division, the addition of a position in support of the recycling program.
- (h4) Reduction of three food preparation positions due to the contracting out of the Lee Center kitchen operations, and one administrative position due to the on-going restructuring of the department. These position reductions are offset by the addition of four positions associated with the Alexandria Community Policy & Management Team, as approved by City Council on May 11, 1993.
- (i4) Reduction of one administrative support position, and the addition of 13 grant funded positions added in accordance with Council action taken on September 14, 1993 and January 11, 1994.
- (j4) Transfer of the Criminal Justice Information System (CJIS) Coordinator position from the Commonwealth's Attorney's Office to the 18th Circuit Court and the transfer of a Deputy Sheriff position from the Office of Sheriff to serve as a full-time Jury Coordinator.
- (k4) Reflects the transfer of the CJIS Coordinator position to the Circuit Court and the addition of one full-time position to carry out a pilot program to collect unpaid court fines and costs as approved by City Council on January 25, 1994.
- (l4) Reflects Council approval of the transfer of a Deputy Sheriff position from the Office of Sheriff to the 18th Circuit Court to serve as a full-time Jury Coordinator.

### FY 1995

- (a5) Reflects the transfer of three solid waste inspector positions from T&ES to the Division of Code Enforcement to consolidate the City's inspection activities.
- (b5) Reflects Council's June 14, 1994 action to add a fourth Residential Police Officer position in the AndrewAdkins public housing community.
- (c5) Reflects the elimination of two positions due to the contracting out of tree maintenance operations.
- (d5) Reduction of two administrative positions resulting from efficiencies from an on-going departmental reorganization and four full-time positions due to contracting out services and the implementation of the state ADAPT program, which computerized the processing of applicant eligibility applications. Reflects the addition of an eligibility worker approved by City Council in January 1995.

## Changes in Full-Time Positions (continued)

### FY 1995, continued

- (e5) The elimination of 4 grant funded positions because a Supported Living grant was not received; Council addition of one full-time position on October 11, 1994; Council addition of three positions for HIV grant, approved on October 15, 1994, and thirty-five grant positions approved on November 9, 1994.
- (f5) Reallocation of a vacant full-time position from another City agency to establish a full-time CJIS assistant.
- (g5) Council creation of a Neighborhood Probation Counselor in September 1994.

### FY 1996

- (a6) Reflects the addition of fifteen civilian positions to enable fifteen uniformed officers currently in administrative positions to return to street operations; and the addition of six police officers due to the receipt of grant funding under the COPS AHEAD program.
- (b6) Transfer of a Research Historian position from the Library to Historic Alexandria to consolidate historic research services in Historic Alexandria.
- (c6) Reflects Council's June 27, 1995 approval of a position to provide technical support for the City's Internet efforts and electronic mail activity.
- (d6) Council addition of a grant-funded position for the Transit Efficiency Improvement Program.

### FY 1997

- (a7) Reflects the addition of two grant-funded police officers under the COPS Combat Domestic Violence Program.
- (b7) Reflects the conversion of two part-time positions to full-time positions due to increased grant funding.
- (c7) Reflects Council action to privatize the Alexandria Convention and Visitors Bureau on January 24, 1996, resulting in the following reorganization: the reallocation of one full-time position from the Office of Historic Alexandria to the Office of Legislative Director; the reallocation of one position to the Personnel Services Department; the reallocation of two positions to the Information Technology Services Department; and Council action on June 27, 1995 to eliminate one position in the Office of Historic Alexandria.
- (d7) This reduction reflects the recommendation of the City Manager to transfer two positions to the Human Services Department, as per Council docket item dated February 27, 1996.
- (e7) Addition of four positions associated with *Alexandria Works!* and two with Alexandria Jobs for Youth per the recommendation of the Human Services Committee; three new positions approved by City Council in December 1994; and two positions were transferred from the Office of Housing.
- (f7) Council addition of six full-time positions on March 28, 1995 and Council addition of two full-time positions on September 26, 1995.
- (g7) Reflects the reclassification of an administrative assistant position from part-time to full-time status as approved by the City Manager on December 20, 1996.
- (h7) Reflects the addition of an Assistant Commonwealth's Attorney position approved by City Council on October 23, 1996, to assist in the prosecution of juvenile and domestic violence cases.
- (i7) Reflects the addition of four grant-funded positions under the Virginia Juvenile Community Crime Control Act (VJCCCA) which was approved by City Council on September 10, 1996.
- (j7) Reflects the reduction of three Community Diversion Incentive grant-funded positions and the addition of two full-time positions under the Comprehensive Community Corrections Act (CCCA) grant approved by City Council during FY 1997.

### FY 1998

- (a8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System.
- (b8) Reflects the transfer of a position from Fire to Police to oversee the new Public Safety Radio System, and the addition of three police officers due to the receipt of a federal grant through the COPS Universal program.
- (c8) Two full-time positions were added subsequent to budget adoption. A new grant-funded Social Worker I position, approved by City Council on May 13, 1997, was added to the Office on Women's Domestic Violence program; and on June 10, 1997, City Council approved the conversion of a part-time position to full-time status using additional grant monies.
- (d8) Reflects the addition of six Revenue Collection Specialists as part of the Pilot Tax Collection Program.
- (e8) Reflects the addition of a grant-funded Public Health Nurse in support of the Arlandria clinic, as approved by City Council on June 24, 1997.
- (f8) Reflects the addition of seven full-time positions in conjunction with the Information Technology Plan as detailed in the approved Capital Improvement Program budget, and the reallocation of a vacant position from the Office of Housing.
- (g8) Reflects the addition of a Recreation Supervisor at Mt. Vernon Recreation Center and the conversion of three part-time positions to full-time status to serve as Assistant Center Directors at Charles Barrett, Nannie J. Lee, and William Ramsay Centers.
- (h8) Reflects the transfer of a position to Information Technology Services and a position to Mental Health.
- (i8) Reflects the conversion of a part-time position to full-time status under the Children's Fund; the addition of two social worker positions to the Office for Early Childhood Development to serve the increasing number of eligible families, as approved by City Council on June 10, 1997; and the loss of five grant funded positions.
- (j8) The reallocation of a vacant position from the Office of Housing, as approved by the City Manager, to assist in office administration.
- (k8) Reflects the addition of a Database Administrator in support of CJIS.
- (l8) Reflects the addition of a Revenue Collections Specialist for the pilot collections program and the addition of two grant funded positions for the Victim Witness program and the V-STOP Domestic Violence program that were approved by City Council subsequent to the release of the FY 1998 budget.

### FY 1999

- (a9) Reflects the addition of a Police Sergeant in support of the federally-funded AGILE project, as approved by City Council on February 9, 1999.
- (b9) Reflects the transfer of a senior-level management position in Real Estate Assessments to a professional level analyst position in the Finance Department to address staffing needs throughout the department, as well as the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (c9) Reflects the conversion of the part-time HIV/AIDS Administrative Technician position to full-time status.
- (d9) In FY 1999, a senior-level management position was transferred to the Finance Department to address critical staffing needs, and an administrative support position was transferred from the Office of Housing to the Office of Real Estate Assessments to reduce the dependence upon temporary employees.
- (e9) Reflects the reduction of two vacant positions in the Maintenance Division.
- (f9) Reflects the reallocation of a vacant position from the Office of Housing to the Office of Real Estate Assessments.
- (g9) Reflects the conversion of a part-time Employment Training Specialist to full-time status for enhanced employment services for persons with disabilities. Also reflects the addition of 10 new grant funded positions authorized subsequent to the adoption of the FY 1999 budget.
- (h9) Reflects the transfer of a full-time coordinator from the Mental Health Department to the Department of Human services, the conversion of a full-time Psychology intern to part-time.

## Changes in Full-Time Positions (continued)

### FY 1999, continued

- (i9) Reflects elimination of State Compensation Board reimbursement for one Assistant Commonwealth's Attorney position and the addition of two grant-funded positions in the Victim-Witness Program, approved by City Council on April 28, 1998.

### FY 2000

- (a0) Reflects the addition of a Walk Through Plan Reviewer in the Code Enforcement Division due to workload; and the conversion of a temporary Construction Inspector position to permanent full-time status.
- (b0) Reflects the addition of a Police Sergeant to provide supervision to the department's four School Resource Officers in order to coordinate activities, review programs, and provide appropriate back-up duties; reflects the addition of three Police Officer positions, funded through the Community Oriented Policing (COPS) Universal Grant program; and the addition of 3 Police Officer positions and 2 civilian positions, funded through the Domestic Violence Intervention Project.
- (c0) Reflects the conversion of a full-time position to two part-time positions through a job sharing arrangement which reduced benefits costs.
- (d0) Reflects the conversion to full-time of a part-time law clerk position for a function previously handled by the Commonwealth Attorney's Office and the addition of one full-time Safety Officer position in the Risk Management Division to review and maintain the City's safety procedures.
- (e0) Reflects the conversion of five temporary positions to permanent status to address staffing needs in the Revenue Administration Division.
- (f0) Reflects the addition of two Construction Field Representatives to provide needed construction management support due to the significant increase in current and future capital improvement projects.
- (g0) Reflects the addition of two new full-time positions due to the opening of the new Charles E. Beatley, Jr. Central Library.
- (h0) Reflects the addition of two new positions recommended for Cameron Station maintenance. The cost effectiveness of new positions as compared to a greater reliance on contracted services will be evaluated after bids for park maintenance have been received. Also reflects the addition of a special assistant for capital projects and community activities.
- (i0) Reflects the addition of a fiscal staff position due to an increase in complexity and workload of the Office of Housing's grant positions.
- (j0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services and reflects the conversion of two formerly job-shared positions to one full-time position.
- (k0) Reflects the transfer of a full-time CSA Coordinator position from the Department of Mental Health to the Department of Human Services.
- (l0) Revised from previously published documents. Reflects the addition of 3 revenue-funded positions in Alexandria Alcohol Safety Awareness Program (AASAP).

### FY 2001

- (a1) Revised from previously published documents. Reflects the addition of five Parking Enforcement Officers (PEO) needed to staff the City's Gridlock Reduction Intervention Program (GRIP) to ease rush hour traffic and reduce traffic congestion at certain major intersections. GRIP was implemented in May 2000 as a pilot program and approved for continuation through FY 2001 by City Council on September 27, 2000. Staff has proposed to fund this program through FY 2002 at a cost of \$263,163.
- (b1) Reflects the conversion of two part-time receptionist positions to one full-time receptionist position.
- (c1) Reflects positions transferred to this office effective July 1, 2000, under the City Manager's reorganization. Effective in FY 2002, the Public Affairs Officer position was transferred from Citizen Assistance to the Office of the City Manager.
- (d1) Reflects the addition of a new accountant position for an audit unit in the Revenue Administration Division. The new unit should generate a minimum of \$250,000 in net new revenue; the conversion of two existing, established full-year, full-time temporary staff to regular City positions (contract manager and administration assistant) in the Purchasing Division; the conversion of two part-time positions to one full-time in the Accounting Division; and the conversion of a part-time position to a full-time position in the Revenue Administration Division. Also reflects the transfer of 2 positions to the City Manager's Office and the removal of the Office of Internal Audit as a function of the Finance Department to an independent office as part of the City Manager's reorganization.
- (e1) Reflects the addition of a master electrician position and a new contract manager position; the conversion of a 0.625 FTE position to full-time to support work of the Facilities Division.
- (f1) Reflects the transfer of 3 full-time positions from the Health Department Environmental Health Unit to the Department of Transportation and Environmental Services as part of the City Manager's reorganization.
- (g1) Reflects the conversion of a full-time position in the Administration Division to a part-time position.
- (h1) Reflects the addition of a new database administrator position; two programmer/analysts for applications positions; and one programmer/analyst position for E-commerce initiative planning.
- (i1) As of July 2000, this is an independent office under the City Manager's reorganization.
- (j1) Reflects the addition of 6 new full-time positions to provide library services at the Burke Branch Library and Community Learning Center.
- (k1) Effective July 1, 2000, this function is reflected under the City Manager's Office.
- (l1) As of July 1, 2000, this is an independent office under the City Manager's reorganization.
- (m1) Reflects the addition of one Geographic Information system (GIS) Manager position and one Urban Planner III.
- (n1) Reflects two new positions included as a FY 2001 approved supplemental budget request to fund the operations of the newly expanded Ramsay Recreation Center, and the conversion of two former part-time positions into one full-time position in the Administration division during FY 2001.
- (o1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under a scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the mental Retardation division as a result of CSB action on January 11, 2001.
- (p1) This decrease in positions from FY 2000 to FY 2001 is attributable to the net of the ACCESS grant closing (33 positions), with 15 positions retained under the scaled back program, 5 positions reallocated as a result of the City Council approved Performance Contract with the State; the addition of 5 new positions; and the addition of two new full-time residential counselors in the Mental Retardation Division as a result of CSB action on January 11, 2001.
- (q1) Reflects additional support (a computer applications instructor and two system analysts) for the Criminal Justice Information System and the Alexandria Justice Information System.
- (r1) Reflects the conversion of a part-time position to a full-time position.
- (s1) Reflects the elimination of two positions due to the State Department of Taxation contract for delinquent collection program.
- (t1) Reflects the addition of 3 grant funded pre-trial services positions, one revenue supported AASAP position, and one state funded local inmate data system (LIDS) position.

### FY 2002

- (a2) Reflects the addition of 8 EMS positions to staff a 5<sup>th</sup> Medic Unit due to an increase in Fire and EMS incidents over the past 13 years. This is the first increase in EMS personnel and equipment since 1988.
- (b2) Effective July 1, 2001 the Public Affairs Officer position was transferred from Citizen Assistance to the Office of the City Manager.
- (c2) Reflects the addition of 1 Assistant City Attorney I position to provide representation in zoning, building code, health, noise, animal control, tax enforcement and DWI cost recovery cases.

## Changes in Full-Time Positions (continued)

### FY 2002, continued

- (d2) Reflects the addition of a Clerk Typist to handle the billing component of the City's telecommunications system.
- (e2) Reflects the addition and subsequent transfer of a Telecommunications Technician to ITS; the transfer of the Telecommunications Specialist to ITS; and the transfer of an Account Clerk II to Finance. In FY 2002, ITS assumed the responsibility of the City's telecommunications services and Finance assumed the responsibility of billing for the City's telecommunications services.
- (f2) Reflects the addition of an Accounting Technician position in the Administration Division to help ensure more accurate financial reporting as well as to improve fee collections in the Health Department.
- (g2) Reflects the addition of one Network Security Technician to provide the City with guidance on basic security management; and the transfer of two positions from General Services to handle the City's telecommunications system.
- (h2) Reflects the addition of four FTE's to provide Library Services at the Beatley and Burke facilities.
- (i2) Reflects the addition of one Neighborhood Planning and Community Development Division Chief, one Planner III in Development, one Planner II in Neighborhood Planning and Community Development, one GIS Specialist in Development, one Administrative Officer in Administration, and one Planner II which was originally budgeted in Contingent Reserves and transferred to Planning and Zoning.
- (j2) Reflects the addition of a Labor Supervisor, a Tree Trimmer, a Horticultural Specialist, and a Labor III allocated from funds set aside in contingent Reserves for Park Maintenance.
- (k2) Reflects the addition of 2 Inspector II's, 1 Engineering Aide in Construction and Inspection and, 1 Engineer III in Engineering and Design.
- (l2) Reflects the conversion of a part-time companion aide to full-time to allow for hiring and retention of qualified staff to address compliance issues with the State; the addition of one position to handle all components of the department's revenue maximization efforts; and the addition of two Social Worker Supervisors to a) provide additional services in the Child Welfare area of the department, and b) to handle increased caseloads due to the planned expansion of the before and after school programs. Also in FY 2002, City Council approved the addition of 2 additional Social Worker Supervisors, one Administrative Assistant, and one Clinical Psychologist based on the report issued by the Child Welfare League of America.
- (m2) Reflects the addition of a new Therapist III position as a result of a recommended supplemental request to fund with General Fund dollars psychological services for at-risk preschool children. Also includes the addition of 2.0 FTEs that were approved by City Council after the FY 2002 budget was adopted.
- (n2) Reflects the addition of 2 positions due to the Community Prosecution Grant from the Virginia Department of Criminal Justice Services.

### FY 2003

- (a3) Reflects the addition of four Fire Protection Systems Specialists (FPSS) to establish a Fire Protection System Retesting Program; and the establishment of a Fire Marshal Aide to the Director position in the Code Enforcement Bureau.
- (b3) Reflects the addition of four Police Officers to better address patrol staffing needs and to better maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to better ensure that the required staffing levels of sworn officers are maintained throughout the department. The five officers will allow the Department to fill assignments, beats and slots which become vacant through attrition and will also help the Department address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001; and the addition of the Contracts Administrator position in the Fiscal/Fleet Management division.
- (c3) Reflects the conversion of a Revenue Collection Specialist from part-time to full-time; the conversion of two full-time Account Clerk III positions from temporary to permanent; and the conversion of one part-time Clerk I position to full-time.
- (d3) Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom
- (e3) Reflects the addition of a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.
- (f3) Reflects the elimination of a Maintenance Worker position in the Administration Division.
- (g3) Reflects the addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator position in the Benefits/Systems Division.
- (h3) Reflects the addition of one Regulatory Processes Division Chief in the FY 2003 Proposed Budget.
- (i3) Reflects the conversion of one temporary overhire Inspector II position to permanent status in FY 2003.
- (j3) Reflects the reduction of 1 FTE due to the Teen Pregnancy Prevention staffing being transferred to the Office On Women.
- (k3) Reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant, which will not impact service levels as the position was never filled.
- (l3) Includes a recommended supplemental request to convert an Assistant Commonwealth's Attorney overhire position to a permanent position.
- (m3) Reflects the addition of nine federally-funded limited term temporary overhire positions (1 Sergeant and 8 Deputies) for Public Safety Center perimeter security. Federal funds will be sought to reimburse the City for these positions.

## Summary of Full-Time Position Changes Proposed

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### Agencies with a reduction in Full-time Positions

Library	-1	Reflects the elimination of a Maintenance Worker Position in the Administration Division.
Human Services	-1	Reflects the reduction of 1.0 FTE due to the Teen Pregnancy Prevention staffing being transferred to the Office On Women.
Mental Health, Mental Retardation & Substance Abuse	-1	Reflects the reduction of 1.0 FTE due to a slight reduction in an existing grant, which will not impact service levels as the position was never filled.
Subtotal, Net Reductions	-3	

### Proposed New Positions

Fire	5	Reflects the addition of four Fire Protection System Specialists (FPSS) to establish a Fire Protection System Retesting Program; and the establishment of a Fire Marshal Aide to the Director position in the Code Enforcement Bureau.
Personnel Services	2	Reflects the addition of a Personnel Clerk II position to provide additional clerical and administrative support in the Employee Relations and Training Division; and a Retirement Administrator position in the Benefits/Systems Division.
Planning and Zoning	1	Reflects the addition of a Regulatory Processes Division Chief to oversee the Historic Preservation, Zoning, and Planning Commission functions.
Police	10	Reflects the addition of four Police Officers to better address patrol staffing needs and to better maintain current response levels to calls for service, traffic accidents, patrols and routine arrests in light of the significant increase in commercial and residential development in the City; the addition of five Police Officers to better ensure that the required staffing levels of sworn officers are maintained throughout the department. The five officers will allow the Department to fill assignments, beats and slots which become vacant through attrition and will also help the department address the heightened security needs of the City in light of the terrorist attacks on the United States on September 11, 2001; and the addition of one Contracts Administrator position in the Fiscal/Fleet Management division.

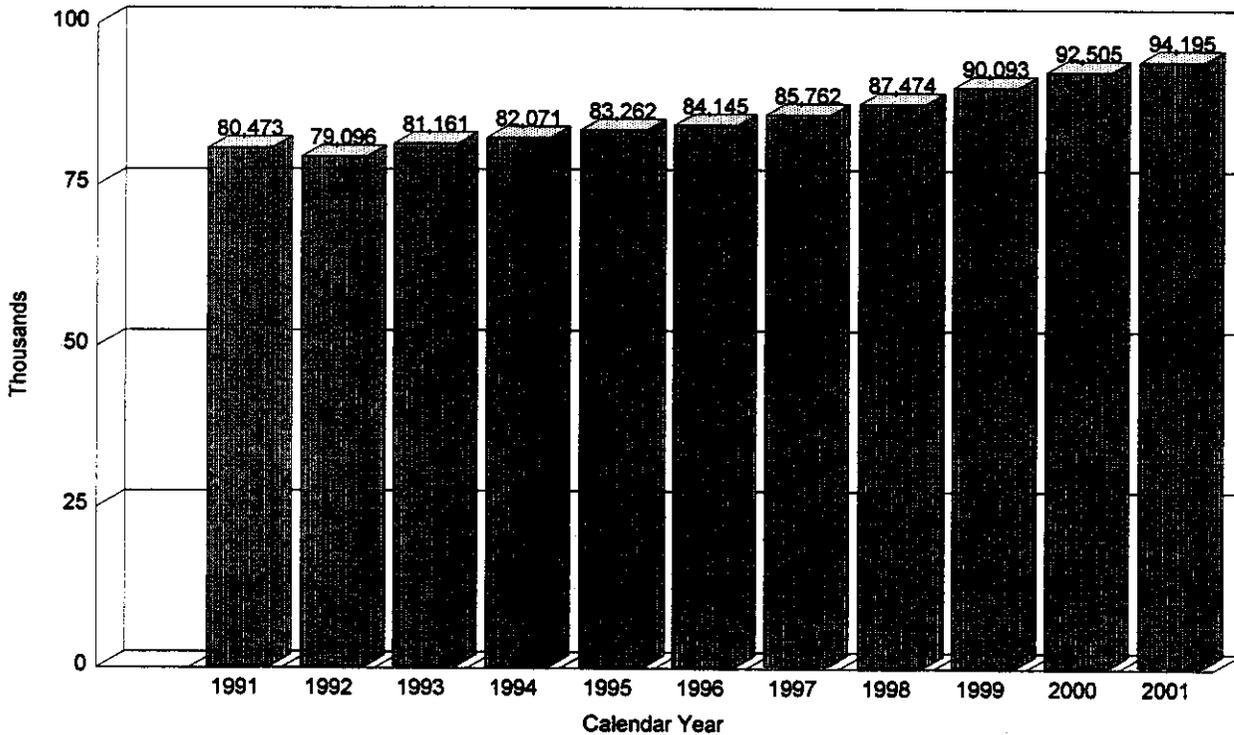
## Summary of Full-Time Position Changes Proposed

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Historic Alexandria	1	Reflects the addition of a full time Museum Aide II at Gadsby's Tavern Museum to be funded from Museum revenues.
<b>SUBTOTAL, NET NEWLY CREATED POSITIONS</b>		<b>19</b>
<b>Position Conversions: Part-time to Full-time</b>		
Finance	2	Reflects the conversion of a Revenue Collection Specialist from part-time to full-time; and the conversion of one part time Clerk I position to a full-time Account Clerk I position.
General Services	1	Reflects the conversion of a part-time Mailroom Clerk to full-time to increase the delivery capacity of the Mailroom.
<b>SUBTOTAL, PART-TIME TO FULL-TIME</b>		<b>3</b>
<b>Position Conversions: full time temporary to regular City positions</b>		
Finance	2	Reflects the conversion of two full-time Account Clerk III positions from temporary to permanent City positions.
Transportation and Environmental Services	1	Reflects the conversion of one temporary overhire Inspector II position to permanent status in FY 2003.
Sheriff	9	Reflects the addition of nine limited-term temporary overhire positions (1 Sergeant and 8 Deputies) for Public Safety Center perimeter security. Federal funds will be sought to reimburse the City for these positions.
Commonwealth Attorney's Office	1	Reflects the conversion of an Assistant Commonwealth's Attorney overhire position to a permanent position.
<b>SUBTOTAL, CONVERSIONS: TEMPORARY TO REGULAR</b>		<b>13</b>
<b>GRAND TOTAL, CHANGE IN FULL-TIME POSITION COUNT</b>		<b>32</b>

# Employment

## PERSONS EMPLOYED AT JOB SITES IN ALEXANDRIA Fourth Quarter Average Employment



Source: Virginia Employment Commission

Note: Fourth quarter data for 2001 will not be available until August, 2002.

This graph represents the number of residents and non-residents employed at job sites in Alexandria. These job sites are in all types of industries, and include all employers participating in the Virginia Unemployment Compensation Program. The Virginia Unemployment Compensation Program covers approximately 95 percent of all employers, excluding only a narrow set of employment categories, such as self-employed persons and elected officials.



**FY 2003 - FY 2008**

**Capital Improvement Program**

**(Incorporating the Information Technology Plan)**

## FY 2003 - FY 2008 Capital Improvement Program

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### Overview

The City of Alexandria's Capital Improvement Program is a comprehensive plan which identifies the City's future infrastructure needs and the corresponding funding required to meet those needs. The plan addresses two broad areas of expenditure. First, is the protection of the City's investment in existing physical assets and includes the maintenance, upkeep and renovation of public buildings, streets, sewer lines, recreation facilities, historic sites and all of the infrastructure needed to sustain the City. The second is the planning and construction or purchase of major new facilities. In anticipation of these facility requirements, the CIP ensures that appropriate funding will be available. The adoption of the Capital Improvement Program by the City Council is an indication of their support of both the capital projects that the City intends to pursue and the anticipated levels of financing needed to fund these capital projects over the six-year period.

The CIP is funded by a combination of General Obligation Bonds, Fund Balance, State and federal grant funds and "Cash Capital," which is the direct payment to the CIP from the City's operating budget. For FY 2003, the Cash Capital contribution to the CIP will be \$14.0 million.

The CIP indicates the expected timing and the approximate cost for each project and program area. The adoption of the Capital Improvement Program is neither a commitment to a particular project nor a limitation to a particular cost. As a basic tool for scheduling anticipated capital projects and capital financing, the CIP is a key element in planning and controlling future debt service requirements. For this reason, the CIP includes some projects where needs have been defined, but specific solutions, and funding amounts, have not been identified.

The Capital Improvement Program also provides a necessary measure of flexibility for the City Council in meeting the City's physical facilities needs. There are several projects for miscellaneous capital repairs and improvements (Schools, Parks, City Buildings, Streets, Storm Sewers, and Sanitary Sewers) that provide for response to particular needs during the fiscal year even though the specific locations or needs could not be foreseen at the time of budget adoption.

### The CIP Process

The specific plan and priorities for the FY 2003 CIP were developed by the City's internal CIP Review Committee. This committee, comprised of select department heads, OMB staff and the Assistant City Manager for Fiscal and Financial Affairs is charged with determining the highest priorities from among the many requested and needed projects within the City. In making those decisions, each requested project, as well as those projects approved in prior years was evaluated and assigned one of three ratings - essential, very desirable or desirable - using the following guidelines:

#### Essential:

- Previously committed and/or ongoing;
- Addresses issues of health or safety of citizens;
- Addresses issues of legal responsibility by the City;
- Avoids even greater future costs;
- Requested or required by the City Council;
- Result of City-wide citizen input;
- State or federal funds can be used with minimal match from the City

#### Very Desirable

- Previously committed but not essential to continue;
- Addresses quality of life issues such as space or beautification;
- A new addition to an ongoing project;
- May be income producing;
- A neighborhood or interest-group priority;
- State or federal funds available but requires a substantial City match

#### Desirable

- Addresses any of the above issues but is not an immediate priority;
- Cost of the project is too high to justify;
- Requires a major maintenance effort once complete

While these project ratings are important in determining recommended priorities, the realities of the City's financial situation are critical to those decisions. The general downturn of the economy in late 2001 fueled by the tragic events of September 11, 2001, had a significant impact on the CIP process. At the request of the City Manager, a CIP Contingency Spending Plan was developed during FY 2002 to offset the effects of the slowing economy. Projects in the Information Technology Services portion of the CIP as well as improvements at the Buddie Ford Nature Center and Duncan Library were deferred until later years. These project deferrals, amounting to \$3.0 million, provided a cash backstop for the current fiscal year without jeopardizing critical needs.

With the economy and the Contingency Plan as background, the CIP Review Committee assessed over fifty project requests for the FY 2003 - FY 2008 Capital Improvement Program. The results of the efforts of the CIP Review Committee are a proposed six-year \$306.8 million overall plan, representing a 3.3 percent increase as compared to the FY 2002-FY 2007 CIP of \$296.9 million. After setting aside State, federal and other revenues (some of which need to be identified in the future), this CIP contains a \$183.6 million program of City-funded public improvements for the City and the Alexandria City Public Schools, which represents a decrease of approximately \$13.7 million, or 6.9 percent as compared to the Approved FY 2002-FY 2007 CIP. The decrease in the City-funded six-year capital program reflects a smaller dollar level of projects proposed in the out-years of the FY 2003-FY 2008 CIP in comparison to the FY 2002-FY 2007 CIP.

### Highlights of the Capital Improvement Program

The proposed locally-funded FY 2003-FY 2008 six-year program includes the following major initiatives:

#### Alexandria City Public Schools:

- A total of \$86.7 million has been approved for the capital needs of the Alexandria City Public School system, a decrease of \$7.0 million, or 7.5 percent as compared to the current approved six-year City capital program. Although the \$86.7 million does not fully fund the School Board's FY 2003-FY 2008 capital request, it does provide full funding for the first three years of the Board's adopted capital program. Due to the major uncertainty regarding next fall's enrollment and future enrollment projections and its impact in the out years (FY 2006-FY 2008) of the Capital Improvement Program and its effect on the elementary school capacity, the City's proposed CIP has not included \$20.9 million in funding in FY 2006-FY 2008 for generic elementary school expansion. The City has, however, fully funded the remaining Schools' capital needs in these three remaining years of the School's CIP, in the amount of \$21.3 million. The capital funding for elementary school expansion will be reevaluated in the context of the FY 2004 to FY 2009 CIP.

#### Public Building and Recreation Centers:

- \$3.0 million, for a total of \$11 million, has been proposed for the replacement of the Health Department (St. Asaph Street) facility. The increased funding reflects the results of the more detailed refinement of a facility program, as well as the increasingly higher cost of acquiring real property in the City.
- \$793,635 has been proposed for needed upgrades and minor renovations at the Courthouse including the replacement of three elevators; the replacement of pedestal chairs in each courtroom; expansion of the Clerk's Office; the installation of new workstations and furniture in the Clerk's Office; and the installation of three sets of ADA compliant double doors at the front of the Courthouse.
- \$574,740 has been proposed for the redesign and refurbishment of the second floor (Child Welfare area) of the Human Services Building in FY 2004, including painting, carpeting, new ceiling tile, wallpaper and space reallocation to improve and better utilize the employee work space.
- \$300,500 has been proposed for minor repairs and upgrades at fire stations City-wide including an upgrade of the fire alarm system at Fire Station 208 and the installation of a remote, keyless entry system at all fire stations including the Fire Training Center.
- An additional \$381,215, for a total of \$861,835 over five years, has been proposed for capital replacement and repair requirements at City-owned and operated group homes identified through a comprehensive survey conducted by the Department of General Services and those homes identified as in need of repair by Mental Health staff.

### Public Works:

- An additional \$3.0 million, for a total of approximately \$5.0 million, has been proposed to evaluate and correct the infiltration/inflow conditions in older parts of the City's separate sanitary sewer system, including the sanitary sewer's tributary to the Commonwealth Interceptor and areas in the Holmes Run Sewer Service Area.
- An additional \$200,000 per year, for a total \$600,000 per year, has been proposed for the design and construction of physical traffic calming measures within the right-of-way to preserve neighborhoods and enhance safety by diverting cut-through traffic, lowering speeds and highlighting pedestrian crossing areas.
- A total of \$2.6 million over six years has been proposed for the mitigation of combined sewer overflows to meet and maintain U.S. Environmental Protection Agency standards.
- \$450,000 has been proposed for preparing the City's application for a National Pollutant Discharge Elimination System (NPDES) permit, monitoring, outlining the program, review and reporting. The Federal Water Quality Act of 1987 requires that small municipalities obtain storm water discharge permits for their municipal separate storm water system (MS4) under Phase II of the National Storm Water Program.

### Quality of Life Initiatives - Open Space, Trees, Transportation and Transit:

- \$41.7 million has been proposed from FY 2003 to FY 2008 to meet the City's capital obligations for Metrobus and Metrorail, with \$21.5 million of that obligation requiring the identification of outside funding sources (such as regional sales tax).
- \$2.0 million has been proposed primarily for land acquisition as part of the redevelopment of Upper Potomac West. This block at the intersection of Mt. Vernon Avenue and West Glebe Road, if redeveloped, would be the keystone in the revitalization of the Upper Potomac West area.
- \$1.5 million has been proposed for the City's share of the Samuel Madden Homes (Downtown) Redevelopment Project, in which 100 units of existing housing would be replaced with 52 units at the existing site and 48 units located on other sites in the City. A combination of federal housing tax credits, other federal and State funds, as well as City funds, will likely comprise the redevelopment funding plan. The remaining City contribution to this project in the amount of up to \$2.0 million is contemplated to be derived from the City's Housing Trust Fund.
- The Proposed FY 2003-FY 2008 CIP continues funding (primarily with State urban transportation funds) for the replacement of DASH buses and provides funds to enhance access to bus stops for persons with disabilities.
- The Proposed FY 2003-FY 2008 CIP continues to provide "seed" monies for the acquisition and preservation of open space in the amount of \$200,000 per year.

- \$200,000 has been proposed in FY 2006 for stabilization work on the fortification walls at Fort Ward to prevent the cracked walls from breaking away as a result of erosion. The City will be pursuing \$60,000 in grant funding from the State's Department of Historic Resources to partially offset the cost of this project.
- \$250,000 has been proposed to fund the extension of Potomac Greens Drive and signal improvements as part of the Slater's Lane reconfiguration project.
- A total of \$120,000 has been proposed to examine and develop methods by which the accumulation of silt at the City Marina Waterfront may be minimized in the future and to extend the dredging cycle from 5-7 years to 9-11 years which will maintain the number of boat slips available for rental.
- The Proposed FY 2003-FY 2008 CIP continues funding for tree planting and care and the renovation and enhancement of the City's horticultural sites including street medians, tree wells, portals into the City, areas outside of recreation centers, and other planted areas that are maintained by the Recreation Department.

#### Information Technology Infrastructure:

- The Proposed FY 2003-FY 2008 CIP continues the City's commitment to building and maintaining an essential information technology infrastructure, while enhancing services and building on existing City hardware, networks and software that have been implemented over the past decade. The Proposed FY 2003-FY 2008 Information Technology (IT) Plan component of the CIP is \$17.2 million, which represents a decrease of \$1.3 million, or 6.8 percent, as compared to the current approved six-year plan.
- New projects in the FY 2003-FY 2008 IT Plan include funds for Mental Health/Mental Retardation/Substance Abuse Health Insurance Portability and Accountability Act (HIPAA) Data Security Compliance; information technology enhancements to the City's Emergency Operations Center (EOC); and replacement of the existing service call tracking management system at the City's IT Help Desk.

#### FY 2003 Capital Budget - First Year of the Six-Year Program

The FY 2003 capital budget, which comprises the first year of the six-year plan, is \$54.5 million, and represents an increase of \$0.9 million, or 1.8 percent, as compared to the Approved FY 2002 capital budget. A summary of the FY 2003 capital budget is as follows:

- \$19.6 million for the Alexandria City Public Schools (fully funded request), including \$12.8 million for the expansion of George Washington Middle School as part of the Middle School Expansion Program;
- \$3.7 million in Community Development including \$2.0 million for land acquisition as part of the redevelopment of Upper Potomac West and \$1.5 million for the City's share of the Samuel Madden Homes (Downtown) Redevelopment Project;
- \$10.1 million in City facility renovations and maintenance projects including \$4.58 million to correct the first floor slab settlement problem at the Public Safety Building; and \$3.0 million, for a total of \$11.0 million for the relocation of the main Alexandria Health Department (St. Asaph Street) facility;

- \$7.7 million for undergrounding, streets, bridges, traffic calming measures and transit City-funded requirements (it should be noted that the CIP also includes State urban funding of \$2.5 million in DASH and WMATA capital projects which are at-risk for reduction);
- \$9.7 million for sanitary and storm sewer work;
- \$4.4 million for the Information Technology Plan;
- \$1.4 million for parks and recreation facilities including \$278,789 for the City's capital contribution to the Northern Virginia Regional Park Authority; \$200,000 for land acquisition; \$120,000 for tree planting and renovation and enhancement of the City's horticultural sites; and over \$600,000 for other recreation facilities including athletic fields and playgrounds throughout the City; and
- Approximately \$0.3 million for the City's capital funding for regional facilities including Peumansend Creek Regional Jail and the Northern Virginia Community College.

To preserve resources to address the City's highest priority capital needs, all planned capital projects will be re-evaluated on a project by project basis before any monies are expended or financial commitments are made.

Deferred Projects/Projects Beyond the FY 2003 to FY 2008 CIP:

To balance capital needs with available funding for capital projects (including new borrowing and significant increases in pay-as-you go funding for capital projects), funding for many capital project requests for both the City and the Schools has been deferred beyond the scope of this FY 2003-FY 2008 CIP. Among the unfunded capital projects are:

- Funding for the elementary school expansion requested by the School Board;
- Open space funding beyond the \$1.2 million in this proposed CIP;
- Funding for the possible expansion or relocation of some or all of the Police Department from the Public Safety Center;
- Funding for the expansion and improvement of the City's Quaker Lane maintenance facilities;
- Full funding for street and sewer reconstructions City-wide;
- Funding to protect and restore the tributary stream along Chambliss Street;
- Funding for streetscape revitalization improvements at the intersection of Russell Road and Mount Vernon Avenue and at the new Monroe Avenue Bridge;
- Funding for the construction of a new skate park;
- Funding for recreation center construction beyond the specific projects contained in this CIP;

- Funding at a greater level for open space acquisition;
- Full funding for renovations at Gadsby's Tavern;
- Funding for the construction of a new DASH maintenance facility;
- Funding for the expansion of the DASH bus fleet;
- An expanded Metrorail capital program will require the identification of substantial alternative transportation revenue sources;
- Any major reduction in State Urban Funds for road or transit projects may cause planned and funded projects in this CIP to be deferred;
- Funding to renovate all of the Lloyd House facility and gardens;
- Funding for the design and rehabilitation envisioned for the Wilkes Street ramp and tunnel;
- Funding for major outdoor swimming pool capital improvements;
- Funding to redesign the Planning and Zoning office space;
- Funding for mobile shelving and the expansion of the Payne Street Records Storage Facility;
- Funding for a study to rehabilitate a bike and pedestrian trail that runs underneath I-395;
- Funding to renovate and redesign the first floor of the Fort Ward Museum;
- Full funding for the renovation and repair of fire stations City-wide;
- Funding to address flood control options on lower King Street;
- Numerous other requests to enhance City facilities or replace rented facilities with City-owned facilities.

#### Capital Funding Summary and Impact on the Adopted Debt-Related Financial Policies

At the City Council Retreat in the fall of 2001, staff indicated that meeting our growing City and Schools' capital improvement requirements would continue to be a significant fiscal issue in the years ahead. Although the slowing economy has had an impact on revenues, the City needs to continue to invest in capital projects. The City will continue to use pay-as-you-go cash capital financing over the next six years to the extent possible as dictated by the economy and resulting pressure on the operating budget.

Funding the total capital program for the City and the Schools will be provided through a mix of \$55.0 million in general obligation bond borrowing through FY 2006 plus cash capital appropriations of up to \$16.7 million per year and fund balance designated for capital projects. The FY 2003-FY 2008 capital funding plan reflects the planned issuance of \$28.0 million in general obligation bonds in FY 2004; \$20.0 million in FY 2005; and \$7.0 million in

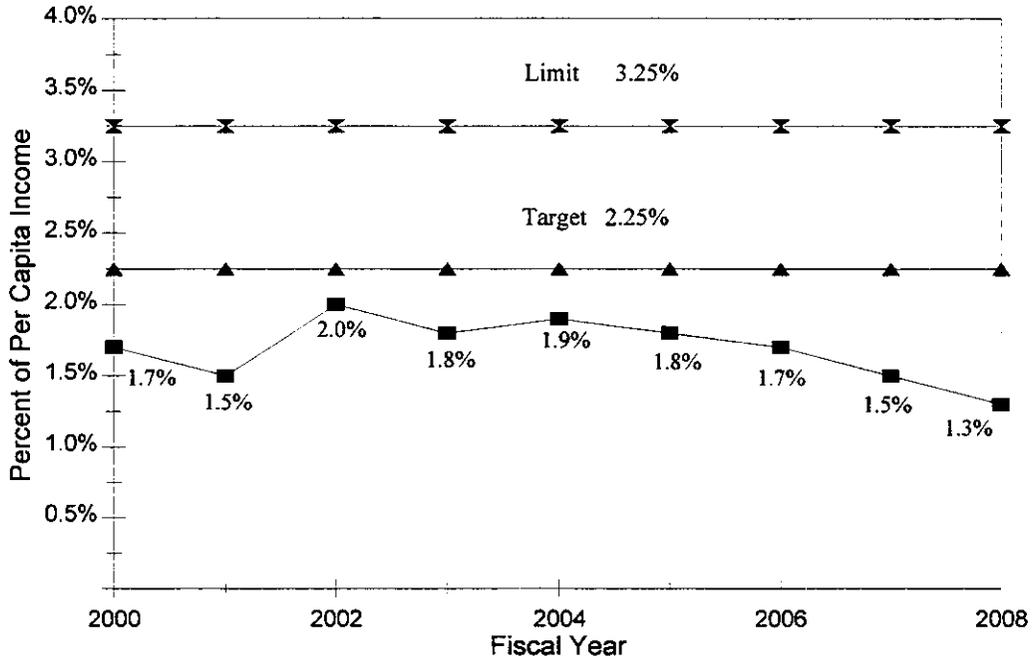
FY 2006. Tables detailing the capital program funding plan follow this overview section, and are entitled the "Capital Improvement Program Funding Plan Summary."

With the recommended \$28.0 million bond issue planned for FY 2004 to fund the next phases of the City's Capital Improvement Program, the FY 2003 Proposed Operating Budget includes an increase in debt service costs of \$2.2 million, based on a \$650,000 first year principal payment and estimated first year interest payments of \$1.525 million, assuming a 5.0 percent projected interest rate. It should be noted, however, that the actual interest rate may vary based upon market conditions at the time of sale.

This proposed capital program, while accommodating many needs, does not address all of the requests from City agencies, the School Board, and the community that will need to be carefully evaluated and phased in over a longer period than six years. The increasing debt burden will not endanger the City's hard-earned AAA/Aaa bond ratings, but will impact the annual operating budget, as our projected general obligation debt service payments – the annual repayment on the principal and interest due on our bonds – will increase from \$15.4 million in FY 2002 to \$17.5 million by FY 2003, and growing to a maximum of \$20.2 million in FY 2006.

While the FY 2003-FY 2008 capital program is budgeted to be financed, in part, with additional General Obligation debt, as shown in the following tables and graphs, the City will remain well within our adopted debt ratio targets and limits. Under this funding plan, the City's debt per capita as a percent of per capita income stays at or below 1.8% during the entire FY 2003 to FY 2008 time period. As shown in the graph entitled "Debt per Capita as a Percent of Per Capita Income Projections Compared to Debt Policy Target and Ceiling," the City will remain well below our debt per capita ceiling of 3.25% of per capita income; as well as below the target of 2.25%.

**Figure 1. Debt per Capita as a Percent of Per Capita Income  
Compared to Debt Policy Target and Ceiling  
FY 2000-FY 2008**



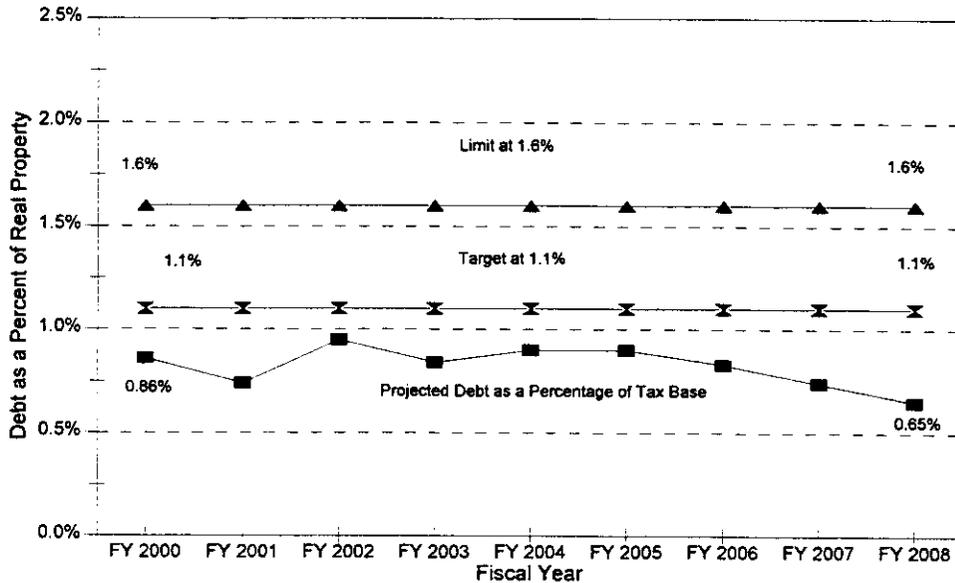
In addition, the City's overall debt per capita (a less important debt statistic) remained below that of neighboring AAA/Aaa rated local jurisdictions, as shown in the comparative debt per capita table below, and is likely with this CIP Plan to remain well below, as the maximum debt per capita projected peaks in FY 2005 at only \$1.228.

Debt per Capita

	FY <u>2001</u>	FY <u>2000</u>	FY <u>1999</u>	FY <u>1998</u>	FY <u>1997</u>	FY <u>1996</u>	FY <u>1995</u>	FY <u>1994</u>	FY <u>1993</u>	FY <u>1992</u>
Alexandria, VA	\$828	\$894	\$540	\$256	\$320	\$381	\$447	\$519	\$473	\$561
Arlington County, VA	2,227	2,052	2,067	1,790	1,737	1,527	1,633	1,314	1,387	1,246
Fairfax County, VA	1,467	1,423	1,389	1,351	1,337	1,298	1,292	1,286	1,186	1,123
Montgomery County, MD	1,507	1,513	1,387	1,443	1,279	1,391	1,164	1,273	1,242	1,165

The City will also remain well within its adopted debt policy ratios for debt as a percentage of Fair Market Real Property Value, as shown in the following graph. This is the most important debt ratio considered by the bond rating agencies. During the entire six years of the proposed City CIP, the City's projected debt to tax base ratio never exceeds 0.90%. This is less than the 1.1% target and just over half of the City's set 1.6% limit.

Figure 2. Debt as a Percentage of Fair Market Real Property Value  
Fiscal Year 2000 - 2008



## ACCOMPLISHMENTS OF THE PAST YEAR

The following is a list of some of the City's significant accomplishments in its capital program during FY 2001 and the first half of FY 2002.

### Cameron Run Flood Control Tunnels

In May 2001, the City completed the rehabilitation and construction of the Cameron Run Flood Control Tunnels. Rehabilitation of the tunnels began in early 2000 and was necessary due to the significant reversal of curvature in the seven tunnels built by the City in FY 1977 as part of the Cameron Run Flood Control Project. During construction, a comprehensive monitoring and inspection program was followed to stay within the tolerances of settlement imposed by CSX Railroad. In order to be within these tolerances, the design was reviewed and modified as the construction proceeded. A special documented monitoring program will be conducted for one year to ensure that no settlement has resulted or occurs from the construction to ensure the safety of the railroad.

## Schools

On May 22, 2001, City Council approved the allocation of \$10,295,843 for the completion of the Middle School Expansion project at Francis Hammond Middle School. Construction began in the spring of 2001 and is scheduled to be completed by the summer of 2002.

On February 26, 2002, City Council approved the allocation of \$657,000 to complete the media center addition of Lyles-Crouch Elementary School. Construction is scheduled to be completed by Spring 2002.

## School Pedestrian Improvements

On September 25, 2001, City Council approved the allocation of \$100,000 for pedestrian and traffic improvements at Francis Hammond Middle School to address approved site plan conditions including the installation of traffic and pedestrian signal heads at Seminary Road, and new sidewalk and landscaping on Seminary Road at Francis Hammond Middle School. These improvements will primarily improve safety for students crossing Seminary Road and represent the City's direct contribution to the Francis Hammond renovation and expansion project. The improvements are scheduled to be completed by Spring 2002.

## Public Safety Building

On September 25, 2001, City Council approved the allocation of \$320,000 for the design of corrective measures to remedy the first floor slab settlement problem at the Public Safety Center. The design of the corrective measures is scheduled to be completed in Spring 2002.

Also on September 25, 2001, City Council approved the allocation of \$170,000 for a space needs study at the Public Safety Center to review and analyze the current space utilization and current and future staffing to determine the short- and long-term needs of the Police Department.

## Health Department

On September 25, 2001, City Council approved the allocation of \$35,000 for a site study analysis for the proposed new Health Department site. This analysis consisted of a preliminary site analysis of up to eight parcels and a detailed analysis of up to four sites or parcels, to include land acquisition, development costs and reimbursable expenses in relation to site selection for the proposed new facility. This analysis has been completed. An additional \$3 million has been budgeted in FY 2003, for a total of \$11.0 million, for the replacement of this facility. The increased funding in FY 2003 reflects the results of the more detailed refinement of a facility program as well as reflects the increasingly higher costs of acquiring real property in the City.

## Lloyd House

On January 22, 2002, City Council approved the allocation of \$460,000 for the renovation of the Lloyd House. The building will serve in part as administrative space for the Office of Historic Alexandria (OHA) and some other City staff, as well as provide for public meeting areas. A grant, in the amount of \$60,000, from the Virginia State Department of Historic Resources will partially fund the City's renovation of this facility. Construction is scheduled to begin in the spring of 2002 and be completed in the summer of 2002.

### Municipal Waterfront

On September 25, 2001, City Council approved the allocation of \$850,000 for general improvements and maintenance to the City's waterfront including repairs to the bulkhead at Point Lumley; the installation of a concrete walkway at Waterfront Park; the extension of the deck at the Torpedo Factory inlet to cover floatables; the installation of lateral support to the Torpedo factory pier; the replacement of dolphins at the Torpedo Factory; and the installation of new docking accommodations in front of the Chart House Restaurant. This work is scheduled to be completed in Summer 2002.

Also, on September 25, 2001, City Council approved the allocation of \$750,000 for dredging at the City Marina from Founders Park to the Torpedo Factory. The accumulation of silt in the marina has resulted in the number of boat slips available for rental to decline. The City Marina was last dredged over seven years ago. The dredging is scheduled to be completed in March 2002.

### Mill Road Realignment

On January 22, 2002, City Council approved the allocation of \$3.4 million (\$628,113 in City monies; \$1.8 million in State monies; and \$954,592 in developer contributions) for the construction of Phase One of the Mill Road Realignment project to remove dangerous curves from a portion of the roadway. Construction is scheduled to begin in September 2002.

### Landscaping of Public Sites

On October 30, 2001, City Council approved the allocation of \$125,000 for the annual tree planting and care program to provide trees on public streets, in City parks and in open spaces to ensure maintenance of the City's tree canopy and to provide visual and environmental quality. Planting will take place throughout the year, with the majority of the planting taking place in the fall season.

### LEGAL BASIS

The FY 2003 - FY 2008 Capital Improvement Program has been prepared pursuant to Section 6.14 of the Alexandria City Code, as amended, which states that the City Manager:

"...shall submit to the Council a budget of the approved capital improvement projects for the ensuing fiscal year and for the five fiscal years thereafter, with his recommendations as to the means of financing the improvements approved for the ensuing fiscal year. The Council shall have power to accept with or without amendments or reject the approved program and approved means of financing the ensuing fiscal year but, except in the case of emergency as provided in subsection (d) of Section 2.02 of this Charter, the Council shall not authorize any capital improvement project or make any appropriation therefore unless such project is included in the capital budget as adopted by it."

**CAPITAL IMPROVEMENT PROGRAM SOURCES AND USES OF FUNDS**  
**For the Seven Fiscal Years Ending June 30, 2008**

**SOURCES:**

		<u>Projected Debt Service</u>	<u>Total General Fund</u>
Planned Future General Fund Appropriations to Capital Projects Fund, FY 2003 - FY 2008:			
FY 2003	14,000,000	17,483,024	31,483,024
FY 2004	15,000,000	18,198,617	33,198,617
FY 2005	16,500,000	19,110,604	35,610,604
FY 2006	16,800,000	20,211,798	37,011,798
FY 2007	13,600,000	19,257,048	32,857,048
FY 2008	<u>10,900,000</u>	<u>18,749,473</u>	<u>29,649,473</u>
Total Planned Future Appropriations	86,800,000	113,010,564	199,810,564
General Obligation Bond Issues:			
FY 2004	28,000,000		
FY 2005	20,000,000		
FY 2006	<u>7,000,000</u>		
Total General Obligation Bond Issues	55,000,000		
Current Sources:			
Capital Projects Fund Balance at 6/30/01	61,671,985		
Net Proceeds of FY 2002 Bond Issue	54,245,540		
General Fund Appropriation FY 2002	12,020,000		
General Fund Balances Designated for Subsequent Years' Capital Expenditures	23,100,000		
Bond Interest Earnings	<u>2,545,862</u>		
Total Current Sources	153,583,387		
<b>TOTAL SOURCES</b>	<u><u>295,383,387</u></u>		

**USES:**

Approved Capital Budgets through FY 2002:		
Prior Year Approved Projects at 6/30/01	58,278,866	
FY 2002 Approved Capital Budget	<u>53,527,463</u>	
Total Approved Capital Budgets	111,806,329	
Proposed FY 2003 - FY 2008 CIP:		
FY 2003 Proposed Capital Budget	54,478,360	
FY 2004 Proposed Capital Budget	43,317,884	
FY 2005 Proposed Capital Budget	36,980,791	
FY 2006 Proposed Capital Budget	24,194,806	
FY 2007 Proposed Capital Budget	13,675,961	
FY 2008 Proposed Capital Budget	<u>10,929,256</u>	
Total Proposed FY 2003 - FY 2008 CIP	<u>183,577,058</u>	
<b>TOTAL USES</b>	<u><u>295,383,387</u></u>	

**CAPITAL IMPROVEMENT PROGRAM SOURCES AND USES OF FUNDS**  
**For the Seven Fiscal Years Ending June 30, 2008**

	Total FY 2002 - FY 2008	Approved Prior & FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
<b>SOURCES</b>								
Current Sources:								
Capital Projects Fund Balance at 6/30/01	61,671,985	61,671,985						
Net Proceeds FY 2002 Bond Issue	54,245,540	30,003,277	24,242,263					
Designated General Fund Balance: (a)	16,700,000	7,500,000	9,200,000					
(b)	6,400,000	—	6,400,000					
FY 2002 General Fund Appropriation:	12,020,000	12,020,000						
Bond Interest Earnings	2,545,862	611,067	636,097	317,884	480,791	394,806	75,961	29,256
Future Sources:								
Planned General Fund Appropriations:								
FY 2003	14,000,000		14,000,000					
FY 2004	15,000,000			15,000,000				
FY 2005	16,500,000				16,500,000			
FY 2006	16,800,000					16,800,000		
FY 2007	13,600,000						13,600,000	
FY 2008	10,900,000							10,900,000
General Obligation Bonds:								
FY 2004	28,000,000			28,000,000				
FY 2005	20,000,000				20,000,000			
FY 2006	7,000,000					7,000,000		
<b>TOTAL SOURCES</b>	<b>295,383,387</b>	<b>111,806,329</b>	<b>54,478,360</b>	<b>43,317,884</b>	<b>36,980,791</b>	<b>24,194,806</b>	<b>13,675,961</b>	<b>10,929,256</b>



**FY 2003 - FY 2008 Capital Improvement  
Program  
Summary Tables**

**Table 3.  
Debt Service Indicators**

Fiscal Year	Total Debt Service	Outstanding Debt	General Expenditures	Assessed Value of Real Property	Population
FY 1992	\$14,173,013	\$64,550,000	\$267,381,588	\$11,219,663,400	115,000
FY 1993	13,640,181	54,875,000	271,404,113	11,100,242,100	116,000
FY 1994	10,283,070	60,380,000	280,836,633	10,849,723,700	116,400
FY 1995	11,050,739	52,255,000	290,760,163	10,846,601,602	117,000
FY 1996	10,112,095	44,725,000	312,902,626	10,926,409,000	117,300
FY 1997	9,289,745	37,610,000	326,248,912	11,163,428,300	117,600
FY 1998	8,827,610	30,585,000	354,805,740	11,605,290,200	119,500
FY 1999	6,350,549	65,710,000	380,736,909	12,187,519,600	121,700
FY 2000	8,866,071	114,690,000	393,588,056	13,295,307,700	128,283
FY 2001	12,382,314	107,875,000	401,555,221	14,632,349,200	130,269
FY 2002	15,363,966	153,925,000	429,447,839	16,272,679,700	132,256
FY 2003	17,483,024	143,615,000	454,491,139	17,086,313,685	134,242
FY 2004	18,198,617	160,820,000	477,215,696	17,940,629,369	136,229
FY 2005	19,110,604	169,780,000	501,076,481	18,837,660,838	138,215
FY 2006	20,211,798	164,765,000	526,130,305	19,779,543,880	139,045
FY 2007	19,257,048	153,340,000	552,436,820	20,768,521,074	139,875
FY 2008	18,749,473	141,915,000	580,058,661	21,806,947,127	140,705

**Table 3 (continued)  
Debt Service Indicators**

Fiscal Year	Ratio of Debt Service to General Expenses	Outstanding Debt as a Percentage of Assessed Value of Real Property*	Outstanding Debt per Capita	Debt per Capita as a Percentage of Per Capita Income
Ceiling	10.00%	1.60%	An amount equal to 3.25% of per capita income	3.25%
Target	8.00%	1.10%	An amount equal to 2.25% of per capita income	2.25%
FY 1992	5.30%	0.58%		1.61%
FY 1993	5.03%	0.49%		1.31%
FY 1994	3.66%	0.56%		1.34%
FY 1995	3.80%	0.48%		1.13%
FY 1996	3.23%	0.41%		0.91%
FY 1997	2.85%	0.34%		0.73%
FY 1998	2.49%	0.26%		0.55%
FY 1999	1.67%	0.54%		1.09%
FY 2000	2.25%	0.86%		1.72%
FY 2001	3.08%	0.74%		1.51%
FY 2002	3.58%	0.95%		2.03%
FY 2003	3.85%	0.84%		1.77%
FY 2004	3.81%	0.90%		1.86%
FY 2005	3.81%	0.90%		1.85%
FY 2006	3.84%	0.83%		1.70%
FY 2007	3.49%	0.74%		1.50%
FY 2008	3.23%	0.65%		1.31%

\*Includes general obligation bonds and term notes. In past years, total assessed value included real and personal property. Beginning in the FY 2000 - FY 2005 CIP, this indicator has been revised per the debt policies adopted on December 9, 1997, to include only real property.

**Table3 (continued)**  
**Debt Service Indicators**

Fiscal Year	General Fund Balance as a Percentage of General Fund Revenue	
	Unreserved	Undesignated
Floor	10.0%	4.0%
Target	n/a	5.5%
FY 1990	17.8%	9.9%
FY 1991	20.4%	9.4%
FY 1992	22.1%	7.2%
FY 1993	24.3%	7.6%
FY 1994	23.4%	7.6%
FY 1995	22.4%	6.6%
FY 1996	20.6%	5.5%
FY 1997	19.1%	6.7%
FY 1998	17.6%	7.6%
FY 1999	16.5%	6.9%
FY 2000	17.3%	6.4%
FY 2001	16.6%	6.6%

Source: Alexandria FY 2001 Comprehensive Annual Financial Report (CAFR)

**Table 4. General Obligation Bond Repayment Schedules**

Table 4, below, summarizes the annual debt service for all currently outstanding general obligation bond issues of the City of Alexandria. Tables 5 through 9, on the following pages, show the date of issue, the years remaining on the payment schedule, and the amount of principal and interest due each year for the individual bond issues.

**City of Alexandria, Virginia  
Summary of Total General Obligation  
Debt Service**

Fiscal Year	Principal	Interest	Total
2003	10,310,000	7,173,024	17,483,024
2004	10,795,000	6,738,617	17,533,617
2005	9,640,000	6,298,854	15,938,854
2006	9,615,000	5,874,048	15,489,048
2007	8,675,000	5,465,360	14,140,360
2008	8,675,000	5,088,410	13,763,410
2009	8,675,000	4,704,870	13,379,870
2010	7,885,000	4,319,330	12,204,330
2011	7,885,000	3,950,455	11,835,455
2012	7,875,000	3,592,955	11,467,955
2013	7,875,000	3,227,850	11,102,850
2014	7,875,000	2,841,125	10,716,125
2015	7,875,000	2,439,500	10,314,500
2016	7,875,000	2,059,156	9,934,156
2017	7,875,000	1,661,469	9,536,469
2018	7,875,000	1,260,056	9,135,056
2019	7,875,000	858,644	8,733,644
2020	5,875,000	453,613	6,328,613
2021	2,895,000	141,131	3,036,131
<b>Total</b>	<b>\$153,925,000</b>	<b>\$68,148,467</b>	<b>\$222,073,467</b>

Table 5. City of Alexandria, Virginia  
**GENERAL BOND OBLIGATION ISSUE (DATED 6/15/2001) OF JULY, 2001**  
 Debt Outstanding at June 30, 2002

Fiscal Year	Principal	Interest	Total
2003	1,700,000	2,312,730	4,012,730
2004	2,900,000	2,257,480	5,157,480
2005	2,900,000	2,163,230	5,063,230
2006	2,900,000	2,047,230	4,947,230
2007	2,900,000	1,942,830	4,842,830
2008	2,900,000	1,832,630	4,732,630
2009	2,900,000	1,716,630	4,616,630
2010	2,900,000	1,600,630	4,500,630
2011	2,900,000	1,481,005	4,381,005
2012	2,895,000	1,357,755	4,252,755
2013	2,895,000	1,230,375	4,125,375
2014	2,895,000	1,100,100	3,995,100
2015	2,895,000	969,825	3,864,825
2016	2,895,000	835,931	3,730,931
2017	2,895,000	698,419	3,593,419
2018	2,895,000	560,906	3,455,906
2019	2,895,000	423,394	3,318,394
2020	2,895,000	282,263	3,177,263
2021	2,895,000	141,131	3,036,131
<b>Total</b>	<b>53,850,000</b>	<b>24,954,494</b>	<b>78,804,494</b>

**Table 6. City of Alexandria, Virginia  
GENERAL BOND OBLIGATION ISSUE OF 6/15/2000  
Debt Outstanding at June 30, 2002**

Fiscal Year	Principal	Interest	Total
2003	2,300,000	2,774,950	5,074,950
2004	2,985,000	2,654,200	5,639,200
2005	2,985,000	2,497,488	5,482,488
2006	2,985,000	2,348,238	5,333,238
2007	2,985,000	2,206,450	5,191,450
2008	2,985,000	2,057,200	5,042,200
2009	2,985,000	1,907,950	4,892,950
2010	2,985,000	1,758,700	4,743,700
2011	2,985,000	1,609,450	4,594,450
2012	2,980,000	1,460,200	4,440,200
2013	2,980,000	1,307,475	4,287,475
2014	2,980,000	1,151,025	4,131,025
2015	2,980,000	979,675	3,959,675
2016	2,980,000	823,225	3,803,225
2017	2,980,000	663,050	3,643,050
2018	2,980,000	499,150	3,479,150
2019	2,980,000	335,250	3,315,250
2020	2,980,000	171,350	3,151,350
Total	\$54,400,000*	\$30,049,976	\$84,449,976

\* \$600,000 of the \$55 million bond issue was repaid in FY 2001.

Table 7. City of Alexandria, Virginia  
**GENERAL BOND OBLIGATION ISSUE OF 1/1/1999**  
 Debt Outstanding at June 30, 2002

Fiscal Year	Principal	Interest	Total
2003	2,000,000	1,488,000	3,488,000
2004	2,000,000	1,418,000	3,418,000
2005	2,000,000	1,346,000	3,346,000
2006	2,000,000	1,272,000	3,272,000
2007	2,000,000	1,196,000	3,196,000
2008	2,000,000	1,118,000	3,118,000
2009	2,000,000	1,040,000	3,040,000
2010	2,000,000	960,000	2,960,000
2011	2,000,000	860,000	2,860,000
2012	2,000,000	775,000	2,775,000
2013	2,000,000	690,000	2,690,000
2014	2,000,000	590,000	2,590,000
2015	2,000,000	490,000	2,490,000
2016	2,000,000	400,000	2,400,000
2017	2,000,000	300,000	2,300,000
2018	2,000,000	200,000	2,200,000
2019	2,000,000	100,000	2,100,000
<b>Total</b>	<b>\$34,000,000</b>	<b>\$14,243,000</b>	<b>\$48,243,000</b>

**Table 8. City of Alexandria, Virginia  
GENERAL OBLIGATION BOND ISSUE OF 3/1/94  
Debt Outstanding at June 30, 2002**

Fiscal Year	Principal	Interest	Total
2003	1,805,000	459,513	2,264,513
2004	1,785,000	376,031	2,161,031
2005	1,755,000	292,136	2,047,136
2006	1,730,000	206,580	1,936,580
2007	790,000	120,080	910,080
2008	790,000	80,580	870,580
2009	790,000	40,290	830,290
<b>Total</b>	<b>\$9,445,000</b>	<b>\$1,575,210</b>	<b>\$11,020,210</b>

**Table 9. City of Alexandria, Virginia  
GENERAL OBLIGATION BOND ISSUE OF 3/1/92  
Debt Outstanding at June 30, 2002**

Fiscal Year	Principal	Interest	Total
2003	2,505,000	137,831	2,642,831
2004	1,125,000	32,906	1,157,906
<b>Total</b>	<b>\$3,630,000</b>	<b>\$170,737</b>	<b>\$3,800,737</b>

Table 10. Projects Closed

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The following projects, which were included in the Approved FY 2002 - FY 2007 CIP, have been deleted from the Proposed FY 2003 - FY 2008 CIP for the reasons noted below:

<u>Project</u>	<u>Title</u>
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002-701	Burke Facility
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The balance of monies for this project were allocated on May 23, 2000 and used to renovate and re-open the Burke Library with a shared use between the Alexandria Library Board and the Alexandria City Public Schools. The facility is scheduled to re-open in Spring 2002.

<u>Project</u>	<u>Title</u>
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004-012	Dora Kelley Nature Preserve
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The balance of monies for this project were allocated on September 27, 2000 and used for minor improvements at the Dora Kelley Nature Preserve.

<u>Project</u>	<u>Title</u>
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004-015	Timberland/Hillside/Goat Hill Parks
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The balance of monies for this project were allocated on October 23, 2001 and used for various ground and minor erosion control work at parks in the Warwick Village area including Timberland, Hillside, Goat Hill, Landover and Gentry Parks.

<u>Project</u>	<u>Title</u>
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004-179	William Ramsay Recreation Center
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The balance of monies for this project were allocated on February 27, 2001 and used to complete the Ramsay Recreation Center project. The new 18,000 square foot facility opened to the public on November 18, 2000.

<u>Project</u>	<u>Title</u>
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013-103	Leaf Mulch Site
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The balance of monies for this project were allocated on September 25, 2001 and used for improvements to the City's leaf mulch site on Eisenhower Avenue.

**FY 2003 - FY 2008**

**Capital Improvement Program**

**Funding Totals**



**Table 11.**  
**Summary of Capital Improvement Program by Project Group**  
**FY 2003 - FY 2008**

	By Funding Source		NET CITY COST	LESS PRIOR YEAR CARRY FORWARD FROM 2/28/02 THROUGH 6/30/02	REMAINING CITY COST
	TOTAL COST	STATE & FEDERAL GRANTS, REALLOCATIONS AND OTHERS			
SCHOOLS	\$87,044,871	\$0	\$87,044,871	\$308,000	\$86,736,871
LIBRARIES	1,764,316	0	1,764,316	50,000	1,714,316
COMMUNITY DEVELOPMENT	6,158,604	900,000	5,258,604	933,604	4,325,000
RECREATION AND PARKS	9,956,154	90,000	9,866,154	1,182,800	8,683,354
PUBLIC BUILDINGS	35,425,799	377,850	35,047,949	18,236,148	16,811,801
CORRECTIONAL FACILITIES	1,157,549	0	1,157,549	128,782	1,028,757
PUBLIC SAFETY	5,000	0	5,000	0	5,000
TRAFFIC IMPROVEMENTS/RAPID TRANSIT	62,630,711	49,737,000	12,893,711	1,913,711	10,980,000
STREETS AND BRIDGES	89,043,195	69,548,968	19,496,227	7,573,487	11,922,740
STORM SEWERS	9,437,170	617,670	8,819,500	3,756,500	5,063,000
SANITARY SEWERS	27,947,190	600,000	27,347,190	9,016,190	18,331,000
INFORMATION TECHNOLOGY PLAN *	21,506,302	1,386,000	20,120,302	2,879,730	17,240,572
OTHER EDUCATION	734,647	0	734,647	0	734,647
<b>TOTAL</b>	<b>\$352,811,508</b>	<b>\$123,255,488</b>	<b>\$229,556,020</b>	<b>\$45,978,982</b>	<b>\$183,577,058</b>

\* The Information Technology Plan includes expenditures for the Public Safety Radio System.

**City Share by Program Year**

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL
SCHOOLS	\$19,600,492	\$20,809,537	\$25,013,522	\$13,629,820	\$4,352,500	\$3,331,000	\$86,736,871
LIBRARIES	514,316	1,200,000	0	0	0	0	1,714,316
COMMUNITY DEVELOPMENT	3,720,000	200,000	100,000	100,000	100,000	105,000	4,325,000
RECREATION AND PARKS	1,357,409	2,354,789	1,218,789	1,344,789	1,204,789	1,204,789	8,683,354
PUBLIC BUILDINGS	10,135,498	3,505,903	899,400	891,500	736,500	643,000	16,811,801
CORRECTIONAL FACILITIES	182,220	177,421	174,953	169,905	164,755	159,503	1,028,757
PUBLIC SAFETY	0	0	0	0	0	5,000	5,000
TRAFFIC IMPROVEMENTS/RAPID TRANSIT	1,830,000	1,830,000	1,830,000	1,830,000	1,830,000	1,830,000	10,980,000
STREETS AND BRIDGES	2,979,380	2,443,360	1,875,000	1,575,000	1,675,000	1,575,000	11,922,740
STORM SEWERS	2,853,000	598,000	403,000	403,000	403,000	403,000	5,063,000
SANITARY SEWERS	6,799,000	3,621,000	3,921,000	2,050,000	1,070,000	870,000	18,331,000
INFORMATION TECHNOLOGY PLAN *	4,378,762	6,457,290	1,628,200	2,079,520	2,017,800	661,000	17,240,572
OTHER EDUCATION	128,283	120,584	120,927	121,272	121,617	121,964	734,647
<b>TOTAL</b>	<b>\$54,478,380</b>	<b>\$43,317,884</b>	<b>\$38,980,791</b>	<b>\$24,194,806</b>	<b>\$13,675,961</b>	<b>\$10,929,256</b>	<b>\$183,577,058</b>

\* The Information Technology Plan includes expenditures for the Public Safety Radio System.

**Table 12.**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

By Funding Source

	TOTAL COST	STATE & FEDERAL GRANTS, REALLOCATIONS, AND OTHERS	NET CITY COST	CARRY FORWARD FROM 2/28/02 THROUGH 6/30/02	REMAINING CITY COST
<b>SUBFUND: 001 SCHOOLS</b>					
SCHOOL FACILITIES 1\	\$87,044,871	\$0	\$87,044,871	\$308,000	\$86,736,871
<b>SUBTOTAL</b>	<b>\$87,044,871</b>	<b>\$0</b>	<b>\$87,044,871</b>	<b>\$308,000</b>	<b>\$86,736,871</b>
<b>SUBFUND: 002 LIBRARIES</b>					
BRANCH LIBRARIES	\$1,764,316	\$0	\$1,764,316	\$50,000	\$1,714,316
<b>SUBTOTAL</b>	<b>\$1,764,316</b>	<b>\$0</b>	<b>\$1,764,316</b>	<b>\$50,000</b>	<b>\$1,714,316</b>
<b>SUBFUND: 003 COMMUNITY DEVELOPMENT</b>					
DOWNTOWN TRANSPORTATION	\$5,000	\$0	\$5,000	\$0	\$5,000
MT. VERNON AVENUE IMPROVEMENTS	593,604	0	593,604	593,604	0
MUNICIPAL WATERFRONT IMPROVEMENTS	100,000	0	100,000	0	100,000
ROUTE 1 BEAUTIFICATION	20,000	0	20,000	20,000	0
STREAMS MAINTENANCE/WATERFRONT DREDGING	1,940,000	900,000	1,040,000	320,000	720,000
SAMUEL MADDEN HOMES REDEVELOPMENT	1,500,000	0	1,500,000	0	1,500,000
REDEVELOPMENT OF UPPER POTOMAC WEST	2000000	0	2,000,000	0	2,000,000
<b>SUBTOTAL</b>	<b>\$6,158,604</b>	<b>\$900,000</b>	<b>\$5,258,604</b>	<b>\$933,604</b>	<b>\$4,325,000</b>
<b>SUBFUND: 004 RECREATION AND PARKS</b>					
BIKE TRAILS	\$462,000	\$0	\$462,000	\$0	\$462,000
CAMERON STATION	25,000	0	25,000	0	25,000
CHINQUAPIN PARK AND REC CENTER	26,000	0	26,000	26,000	0
FOUR MILE RUN PARK	0	0	0	0	0
FORT WARD PARK	244,000	60,000	184,000	20,000	164,000
LANDSCAPING OF PUBLIC SITES	750,000	30,000	720,000	0	720,000
NORTHERN VIRGINIA REGIONAL PARK	1,786,734	0	1,786,734	0	1,786,734
PARK IMPROVEMENTS	868,000	0	868,000	118,000	750,000
LAND ACQUISITION	1,400,000	0	1,400,000	200,000	1,200,000
RECREATION FACILITIES IMPROVEMENTS	4,394,420	0	4,394,420	818,800	3,575,620
<b>SUBTOTAL</b>	<b>\$9,956,154</b>	<b>\$90,000</b>	<b>\$9,866,154</b>	<b>\$1,182,800</b>	<b>\$8,683,354</b>
<b>SUBFUND: 005 PUBLIC BUILDINGS</b>					
PRESERVATION OF HISTORIC BUILDINGS	\$1,562,728	\$0	\$1,562,728	\$1,369,500	\$193,228
ANIMAL SHELTER	5,000	0	5,000	0	5,000
ENERGY CONSERVATION	150,000	0	150,000	150,000	0
MARKET SQUARE RENOVATIONS	2,500,000	0	2,500,000	2,500,000	0
CITY FACILITY RENOVATION/MAINTENANCE	30,834,071	377,850	30,456,221	13,842,648	16,613,573
CITY VISITOR CENTER	374,000	0	374,000	374,000	0
<b>SUBTOTAL</b>	<b>\$35,425,799</b>	<b>\$377,850</b>	<b>\$35,047,949</b>	<b>\$18,236,148</b>	<b>\$16,811,801</b>
<b>SUBFUND: 006 CORRECTIONAL FACILITIES</b>					
PEUMANSEND CREEK REGIONAL JAIL	\$1,157,549	\$0	\$1,157,549	\$128,792	\$1,028,757
<b>SUBTOTAL</b>	<b>\$1,157,549</b>	<b>\$0</b>	<b>\$1,157,549</b>	<b>\$128,792</b>	<b>\$1,028,757</b>

1\ Please refer to the Alexandria City Public Schools adopted Capital Improvement Program for detailed information on school capital projects, available from the Office of the Assistant Superintendent for Finance and Administration.

**Table 12.**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

By Funding Source

	TOTAL COST	STATE & FEDERAL GRANTS, REALLOCATIONS, AND OTHERS	NET CITY COST	CARRY FORWARD FROM 2/28/02 THROUGH 6/30/02	REMAINING CITY COST
<b>SUBFUND: 008 PUBLIC SAFETY</b>					
DRIVER TRAINING TRACK	\$5,000	\$0	\$5,000	\$0	\$5,000
<b>SUBTOTAL</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$5,000</b>
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>					
TRAFFIC FACILITIES	\$8,850,000	\$3,000,000	\$5,850,000	\$750,000	\$5,100,000
BUS REPLACEMENT/BUS SHELTERS	11,085,191	10,787,000	298,191	118,191	180,000
METRO BUS/RAIL CAPITAL	41,650,000	35,950,000	5,700,000	0	5,700,000
RAIL RAPID TRANSIT	1,045,520	0	1,045,520	1,045,520	0
<b>SUBTOTAL</b>	<b>\$62,630,711</b>	<b>\$49,737,000</b>	<b>\$12,893,711</b>	<b>\$1,913,711</b>	<b>\$10,980,000</b>
<b>SUBFUND: 011 STREETS AND BRIDGES</b>					
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	17,359,500	17,012,800	346,700	156,460	190,240
FLOOD CONTROL TUNNELS	210,322	0	210,322	210,322	0
BRIDGE REPAIRS	2,225,000	0	2,225,000	725,000	1,500,000
KING & BEAUREGARD INTERSECTION	28,908,000	28,312,280	595,720	595,720	0
KING STREET METRO AREA IMPROVEMENTS	15,817,073	14,782,088	1,034,985	758,985	275,000
MILL ROAD REALIGNMENT	5,100,000	4,900,000	200,000	0	200,000
STREET AND PEDESTRIAN IMPROVEMENTS	12,533,300	4,539,800	7,993,500	2,436,000	5,557,500
SIDEWALK, CURB AND GUTTER	1,100,000	0	1,100,000	500,000	600,000
UTILITY UNDERGROUNDING/STREET LIGHTING	5,790,000	0	5,790,000	2,190,000	3,600,000
<b>SUBTOTAL</b>	<b>\$69,043,195</b>	<b>\$69,546,988</b>	<b>\$19,496,227</b>	<b>\$7,573,487</b>	<b>\$11,922,740</b>
<b>SUBFUND: 012 STORM SEWERS</b>					
RECONSTRUCTION/EXTENSION STORM SEWERS	\$6,024,500	\$0	\$6,024,500	\$2,336,500	\$3,688,000
ORONOCHO OUTFALL	\$3,412,670	\$617,670	\$2,795,000	\$1,420,000	\$1,375,000
<b>SUBTOTAL</b>	<b>\$9,437,170</b>	<b>\$617,670</b>	<b>\$8,819,500</b>	<b>\$3,756,500</b>	<b>\$5,063,000</b>
<b>SUBFUND: 013 SANITARY SEWERS</b>					
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$3,980,000	\$200,000	\$3,780,000	\$840,000	\$2,920,000
SEWER REHABILITATION AND ABATEMENT	23,987,190	400,000	23,587,190	8,176,190	15,411,000
<b>SUBTOTAL</b>	<b>\$27,967,190</b>	<b>\$600,000</b>	<b>\$27,367,190</b>	<b>\$9,016,190</b>	<b>\$18,331,000</b>
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>					
CONNECTIVITY PROJECTS	\$7,020,220	\$0	\$7,020,220	\$801,340	\$6,218,880
SYSTEMS DEVELOPMENT 2)	14,486,082	1,386,000	13,100,082	2,078,390	11,021,692
<b>SUBTOTAL</b>	<b>\$21,506,302</b>	<b>\$1,386,000</b>	<b>\$20,120,302</b>	<b>\$2,879,730</b>	<b>\$17,240,572</b>
<b>SUBFUND: 016 OTHER EDUCATION</b>					
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$734,647	\$0	\$734,647	\$0	\$734,647
<b>SUBTOTAL</b>	<b>\$734,647</b>	<b>\$0</b>	<b>\$734,647</b>	<b>\$0</b>	<b>\$734,647</b>
<b>TOTAL ALL FUNDS</b>	<b>\$352,811,508</b>	<b>\$123,255,488</b>	<b>\$229,556,020</b>	<b>\$45,978,962</b>	<b>\$183,577,058</b>

2) Systems Development includes the Public Safety Radio System. The Traffic Control Computer project has been moved out of the IT Plan for FY 2002 - FY 2007 and now can be found under the Traffic Control Facilities project.

**Table 13.**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

City Share by Program Year

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL
<b>SUBFUND: 001 SCHOOLS</b>							
SCHOOL FACILITIES 1 <sup>1</sup>	\$19,600,492	\$20,809,537	\$25,013,522	\$13,629,820	\$4,352,500	\$3,331,000	\$86,736,871
<b>SUBTOTAL</b>	<b>\$19,600,492</b>	<b>\$20,809,537</b>	<b>\$25,013,522</b>	<b>\$13,629,820</b>	<b>\$4,352,500</b>	<b>\$3,331,000</b>	<b>\$86,736,871</b>
<b>SUBFUND: 002 LIBRARIES</b>							
BRANCH LIBRARIES	\$514,316	\$1,200,000	\$0	\$0	\$0	\$0	\$1,714,316
<b>SUBTOTAL</b>	<b>\$514,316</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,714,316</b>
<b>SUBFUND: 003 COMMUNITY DEVELOPMENT</b>							
DOWNTOWN TRANSPORTATION/PARKING	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
MT. VERNON AVENUE IMPROVEMENTS	0	0	0	0	0	0	0
MUNICIPAL WATERFRONT IMPROVEMENTS	100,000	100,000	0	0	0	0	200,000
ROUTE 1 BEAUTIFICATION	0	0	0	0	0	0	0
STREAMS MAINTENANCE/WATERFRONT DREDGING	120,000	100,000	100,000	100,000	100,000	100,000	620,000
SAMUEL MADDEN HOMES REDEVELOPMENT	1,500,000	0	0	0	0	0	1,500,000
REDEVELOPMENT OF UPPER POTOMAC WEST	2,000,000	0	0	0	0	0	2,000,000
<b>SUBTOTAL</b>	<b>\$3,720,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>\$4,325,000</b>
<b>SUBFUND: 004 RECREATION AND PARKS</b>							
BIKE TRAILS	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$462,000
CAMERON STATION	25,000	0	0	0	0	0	25,000
CHINQUAPIN PARK AND REC CENTER	0	0	0	0	0	0	0
FOUR MILE RUN PARK	0	0	0	0	0	0	0
FORT WARD PARK	12,000	0	12,000	140,000	0	0	164,000
LANDSCAPING OF PUBLIC SITES	120,000	120,000	120,000	120,000	120,000	120,000	720,000
NORTHERN VIRGINIA REGIONAL PARK	297,789	297,789	297,789	297,789	297,789	297,789	1,786,734
PARK IMPROVEMENTS	170,000	170,000	170,000	170,000	170,000	170,000	1,020,000
LAND ACQUISITION	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
RECREATION FACILITIES IMPROVEMENTS	455,620	1,490,000	340,000	340,000	340,000	340,000	3,305,620
<b>SUBTOTAL</b>	<b>\$1,357,409</b>	<b>\$2,354,789</b>	<b>\$1,216,789</b>	<b>\$1,344,789</b>	<b>\$1,204,789</b>	<b>\$1,204,789</b>	<b>\$8,683,354</b>
<b>SUBFUND: 005 PUBLIC BUILDINGS</b>							
PRESERVATION OF HISTORIC BUILDINGS	\$193,228	\$0	\$0	\$0	\$0	\$0	\$193,228
ANIMAL SHELTER	0	0	0	0	0	5,000	5,000
ENERGY CONSERVATION	0	0	0	0	0	0	0
MARKET SQUARE RENOVATIONS	0	0	0	0	0	0	0
CITY FACILITY RENOVATION/MAINTENANCE	9,942,270	3,505,903	899,400	891,500	736,500	638,000	16,613,573
CITY VISITOR CENTER	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>\$10,135,498</b>	<b>\$3,505,903</b>	<b>\$899,400</b>	<b>\$891,500</b>	<b>\$736,500</b>	<b>\$643,000</b>	<b>\$16,811,801</b>
<b>SUBFUND: 006 CORRECTIONAL FACILITIES</b>							
PEUMANSEND CREEK REGIONAL JAIL	\$182,220	\$177,421	\$174,953	\$169,905	\$164,755	\$159,503	\$1,028,757
<b>SUBTOTAL</b>	<b>\$182,220</b>	<b>\$177,421</b>	<b>\$174,953</b>	<b>\$169,905</b>	<b>\$164,755</b>	<b>\$159,503</b>	<b>\$1,028,757</b>

<sup>1</sup> Please refer to the Alexandria City Public Schools adopted Capital Improvement Program for detailed information on school capital projects, available from the Office of the Assistant Superintendent for Finance and Administration.

**Table 13.**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

	City Share by Program Year						
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL
<b>SUBFUND: 008 PUBLIC SAFETY</b>							
DRIVER TRAINING TRACK	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
<b>SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>							
TRAFFIC CONTROL FACILITIES	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$5,100,000
BUS REPLACEMENT/BUS SHELTERS	30,000	30,000	30,000	30,000	30,000	30,000	180,000
METRO BUS/RAIL CAPITAL	950,000	950,000	950,000	950,000	950,000	950,000	5,700,000
RAIL RAPID TRANSIT	0	0	0	0	0	0	0
<b>SUBTOTAL</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$10,980,000</b>
<b>SUBFUND: 011 STREETS AND BRIDGES</b>							
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	66,880	123,360	0	0	0	0	190,240
FLOOD CONTROL TUNNELS	0	0	0	0	0	0	0
BRIDGE REPAIRS	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
KING & BEAUREGARD INTERSECTION	0	0	0	0	0	0	0
KING STREET METRO AREA IMPROVEMENTS	275,000	0	0	0	0	0	275,000
MILL ROAD REALIGNMENT	100,000	100,000	0	0	0	0	200,000
STREET AND PEDESTRIAN IMPROVEMENTS	1,587,500	1,270,000	725,000	625,000	725,000	625,000	5,557,500
SIDEWALK, CURB AND GUTTER	100,000	100,000	100,000	100,000	100,000	100,000	600,000
UTILITY UNDERGROUNDING/STREET LIGHTING	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
<b>SUBTOTAL</b>	<b>\$2,978,380</b>	<b>\$2,443,360</b>	<b>\$1,875,000</b>	<b>\$1,575,000</b>	<b>\$1,875,000</b>	<b>\$1,575,000</b>	<b>\$11,922,740</b>
<b>SUBFUND: 012 STORM SEWERS</b>							
RECONSTRUCTION/EXTENSION STORM SEWERS	\$1,478,000	\$598,000	\$403,000	\$403,000	\$403,000	\$403,000	\$3,688,000
ORONOCCO OUTFALL	\$1,375,000	\$0	\$0	\$0	\$0	\$0	\$1,375,000
<b>SUBTOTAL</b>	<b>\$2,853,000</b>	<b>\$598,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$5,063,000</b>
<b>SUBFUND: 013 SANITARY SEWERS</b>							
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$520,000	\$520,000	\$520,000	\$420,000	\$420,000	\$520,000	\$2,920,000
SEWER REHABILITATION AND ABATEMENT	6,279,000	3,101,000	3,401,000	1,830,000	650,000	350,000	15,411,000
<b>SUBTOTAL</b>	<b>\$6,799,000</b>	<b>\$3,621,000</b>	<b>\$3,921,000</b>	<b>\$2,050,000</b>	<b>\$1,070,000</b>	<b>\$870,000</b>	<b>\$18,331,000</b>
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>							
CONNECTIVITY PROJECTS	\$1,218,800	\$1,475,080	\$911,200	\$1,425,000	\$1,003,800	\$185,000	\$6,218,880
SYSTEMS DEVELOPMENT	3,159,962	4,982,210	715,000	654,520	1,014,000	496,000	11,021,692
<b>SUBTOTAL</b>	<b>\$4,378,762</b>	<b>\$6,457,290</b>	<b>\$1,626,200</b>	<b>\$2,079,520</b>	<b>\$2,017,800</b>	<b>\$681,000</b>	<b>\$17,240,572</b>
<b>SUBFUND: 016 OTHER EDUCATION</b>							
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$128,283	\$120,584	\$120,927	\$121,272	\$121,617	\$121,964	\$734,647
<b>SUBTOTAL</b>	<b>\$128,283</b>	<b>\$120,584</b>	<b>\$120,927</b>	<b>\$121,272</b>	<b>\$121,617</b>	<b>\$121,964</b>	<b>\$734,647</b>
<b>TOTAL ALL FUNDS</b>	<b>\$54,478,360</b>	<b>\$43,317,884</b>	<b>\$36,980,791</b>	<b>\$24,194,806</b>	<b>\$13,675,961</b>	<b>\$10,929,256</b>	<b>\$183,577,058</b>

**SUMMARY**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

City Share by Program Year

	UNALLOCATED PRIOR YEAR	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL <sup>11</sup>
<b>SUBFUND: 001 SCHOOLS</b>								
SCHOOL FACILITIES <sup>11</sup>	\$308,000	\$19,600,492	\$20,809,537	\$25,013,522	\$13,629,820	\$4,352,500	\$3,331,000	\$86,736,871
<b>SUBFUND 001 SUBTOTAL</b>	<b>\$308,000</b>	<b>\$19,600,492</b>	<b>\$20,809,537</b>	<b>\$25,013,522</b>	<b>\$13,629,820</b>	<b>\$4,352,500</b>	<b>\$3,331,000</b>	<b>\$86,736,871</b>
<b>SUBFUND: 002 LIBRARIES</b>								
BARRETT LIBRARY	\$0	\$514,316	\$0	\$0	\$0	\$0	\$0	\$514,316
DUNCAN LIBRARY	\$50,000	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000
<b>SUBFUND 002 SUBTOTAL</b>	<b>\$50,000</b>	<b>\$514,316</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,714,316</b>
<b>SUBFUND: 003 COMMUNITY DEVELOPMENT</b>								
DOWNTOWN TRANSPORTATION/PARKING	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
MT. VERNON AVENUE IMPROVEMENTS	593,604	0	0	0	0	0	0	0
MUNICIPAL WATERFRONT IMPROVEMENTS	0	100,000	0	0	0	0	0	100,000
ROUTE 1 BEAUTIFICATION	20,000	0	0	0	0	0	0	0
FOUR MILE RUN CHANNEL MAINTENANCE	0	0	0	0	0	0	0	0
CITY MARINA WATERFRONT DREDGING	20,000	20,000	100,000	0	0	0	0	120,000
STREAMS MAINTENANCE	300,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
REDEVELOPMENT OF UPPER POTOMAC WEST	0	2,000,000	0	0	0	0	0	2,000,000
SAMUEL MADDEN HOMES REDEVELOPMENT	0	1,500,000	0	0	0	0	0	1,500,000
<b>SUBFUND 003 SUBTOTAL</b>	<b>\$933,604</b>	<b>\$3,720,000</b>	<b>\$200,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$105,000</b>	<b>\$4,325,000</b>
<b>SUBFUND: 004 RECREATION AND PARKS</b>								
BIKE TRAILS	\$0	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$77,000	\$462,000
CAMERON STATION	0	25,000	0	0	0	0	0	25,000
CHINQUAPIN PARK AND REC CENTER	26,000	0	0	0	0	0	0	0
FOUR MILE RUN PARK	0	0	0	0	0	0	0	0
FORT WARD PARK	20,000	12,000	0	12,000	140,000	0	0	164,000
LANDSCAPING OF PUBLIC SITES	0	120,000	120,000	120,000	120,000	120,000	120,000	720,000
NORTHERN VIRGINIA REGIONAL PARK	0	297,789	297,789	297,789	297,789	297,789	297,789	1,786,734
LAND ACQUISITION	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
<b>PARK IMPROVEMENTS</b>								
ADA REQUIREMENTS	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$150,000
TIMBERLAND PARK	0	0	0	0	0	0	0	0
TRAIL LIGHTING	20,000	0	0	0	0	0	0	0
DRAINAGE IMPROVEMENTS	12,000	0	0	0	0	0	0	0
SKATE PARK	25,000	0	0	0	0	0	0	0
WINDMILL HILL PARK	11,000	0	0	0	0	0	0	0
ATHLETIC FIELD IMPROVEMENTS	0	40,000	40,000	40,000	40,000	40,000	40,000	240,000
PLAYGROUND RENOVATIONS	0	60,000	60,000	60,000	60,000	60,000	60,000	360,000
DORA KELLY NATURE PRESERVE	0	0	0	0	0	0	0	0
MONTECELLO PARK	50,000	0	0	0	0	0	0	0
BALL COURTS RENOVATIONS	0	45,000	45,000	45,000	45,000	45,000	45,000	270,000
<b>PARK SUBTOTAL</b>	<b>\$118,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$170,000</b>	<b>\$1,020,000</b>
<b>RECREATION FACILITIES IMPROVEMENTS</b>								
PATRICK HENRY REC CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. HOUSTON REC CENTER	0	0	0	0	0	0	0	0
DURANT REC CENTER	0	0	0	0	0	0	0	0
RECREATION RENOVATIONS	415,800	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
FACILITIES AND LEISURE ASSESSMENT	0	0	0	0	0	0	0	0
PUBLIC POOLS	315,000	90,000	90,000	90,000	90,000	90,000	90,000	540,000
LEE RECREATION CENTER	88,000	0	0	0	0	0	0	0
MT VERNON RECREATION CENTER	0	15,620	0	0	0	0	0	15,620
BUDDIE FORD NATURE CENTER	0	100,000	1,150,000	0	0	0	0	1,250,000
<b>FACILITIES SUBTOTAL</b>	<b>\$818,800</b>	<b>\$455,620</b>	<b>\$1,490,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$3,305,620</b>
<b>SUBFUND 004 SUBTOTAL</b>	<b>\$1,182,800</b>	<b>\$1,357,409</b>	<b>\$2,354,789</b>	<b>\$1,216,789</b>	<b>\$1,344,789</b>	<b>\$1,204,789</b>	<b>\$1,204,789</b>	<b>\$8,683,354</b>

<sup>11</sup> Total does not include Unallocated Prior Year

**SUMMARY**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

City Share by Program Year

	UNALLOCATED PRIOR YEAR	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL <sup>1</sup>
<b>SUBFUND: 005 PUBLIC BUILDINGS</b>								
<b>PRESERVATION OF HISTORIC BUILDINGS</b>								
LYCEUM	\$44,500	\$152,528	\$0	\$0	\$0	\$0	\$0	\$152,528
GADSBY'S TAVERN	810,000	0	0	0	0	0	0	0
APOTHECARY	515,000	0	0	0	0	0	0	0
LLOYD HOUSE	0	0	0	0	0	0	0	0
FRIENDSHIP FIRE HOUSE	0	0	0	0	0	0	0	0
FT WARD MUSEUM	0	0	0	0	0	0	0	0
BLACK HISTORY MUSEUM	0	40,700	0	0	0	0	0	40,700
HISTORIC BLDGS SUBTOTAL	\$1,369,500	\$193,228	\$0	\$0	\$0	\$0	\$0	\$193,228
ANIMAL SHELTER	\$0	0	0	0	0	0	5,000	5,000
ENERGY CONSERVATION	150,000	0	0	0	0	0	0	0
MARKET SQUARE RENOVATIONS	2,500,000	0	0	0	0	0	0	0
<b>CITY FACILITY RENOVATION/MAINTENANCE</b>								
IMPOUND OFFICE	\$10,000	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
CITY HALL	45,000	0	0	0	0	0	0	0
COURTHOUSE	2,583,000	793,635	0	0	0	0	0	793,635
HEALTH CENTER	7,296,726	3,000,000	519,893	0	0	0	0	3,519,893
PUBLIC SAFETY CENTER	217,000	4,580,000	0	0	0	0	0	4,580,000
DETENTION CENTER (JAIL)	149,800	169,400	0	0	0	0	0	169,400
PAYNE STREET STORAGE	85,000	0	0	0	0	0	0	0
TES WHEELER AVENUE	0	50,820	0	0	0	0	0	50,820
TES/GS TRUCK WASH	565,000	0	0	0	0	0	0	0
UNION STATION	170,000	0	0	0	0	0	0	0
CAPITAL FACILITIES MAINTENANCE	716,000	485,000	485,000	485,000	485,000	485,000	485,000	2,910,000
HANDICAPPED ACCESS	432,896	25,000	25,000	25,000	25,000	25,000	25,000	150,000
TORPEDO FACTORY	296,800	0	1,380,000	0	0	0	0	1,380,000
ENVIRONMENTAL COMPLIANCE	475,000	0	0	0	0	0	0	0
MH RESIDENTIAL FACILITIES	0	127,185	293,770	162,900	155,000	0	123,000	861,835
FLORA KRAUSE CASEY	80,626	0	0	0	0	0	0	0
405 CAMERON STREET	325,000	0	0	0	0	0	0	0
HUMAN SERVICES	345,000	0	575,740	0	0	0	0	575,740
ITS SPACE	0	184,250	0	0	0	0	0	184,250
PISTOL RANGE	0	0	0	0	0	0	0	0
FIRE STATION RENOVATIONS	50,000	527,000	226,500	226,500	226,500	226,500	0	1,433,000
CITY FACILITIES RENOV SUBTOTAL	\$13,842,646	\$9,942,270	\$3,505,903	\$899,400	\$891,500	\$736,500	\$638,000	\$16,613,573
CITY VISITOR CENTER	\$374,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>SUBFUND 005 SUBTOTAL</b>	<b>\$18,236,146</b>	<b>\$10,135,498</b>	<b>\$3,505,903</b>	<b>\$899,400</b>	<b>\$891,500</b>	<b>\$736,500</b>	<b>\$643,000</b>	<b>\$16,811,801</b>
<b>SUBFUND: 006 CORRECTIONAL FACILITIES</b>								
PEUMANSEND CREEK REGIONAL JAIL	\$128,792	\$182,220	\$177,421	\$174,953	\$169,905	\$164,755	\$159,503	\$1,028,757
<b>SUBFUND 006 SUBTOTAL</b>	<b>\$128,792</b>	<b>\$182,220</b>	<b>\$177,421</b>	<b>\$174,953</b>	<b>\$169,905</b>	<b>\$164,755</b>	<b>\$159,503</b>	<b>\$1,028,757</b>
<b>SUBFUND: 008 PUBLIC SAFETY</b>								
DRIVER TRAINING TRACK	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,000
<b>SUBFUND 008 SUBTOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>SUBFUND: 009 TRAFFIC IMPROVEMENTS AND RAPID TRANSIT</b>								
TRAFFIC CONTROL FACILITIES	\$250,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000	\$5,100,000
TRAFFIC COMPUTER UPGRADE	500,000	0	0	0	0	0	0	0
BUS REPLACEMENT	118,191	0	0	0	0	0	0	0
BUS SHELTERS	0	30,000	30,000	30,000	30,000	30,000	30,000	180,000
METRO BUS/RAIL CAPITAL	0	950,000	950,000	950,000	950,000	950,000	950,000	5,700,000
RAIL RAPID TRANSIT	1,045,520	0	0	0	0	0	0	0
<b>SUBFUND 009 SUBTOTAL</b>	<b>\$1,913,711</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$1,830,000</b>	<b>\$10,980,000</b>

**SUMMARY**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

City Share by Program Year

	UNALLOCATED PRIOR YEAR	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL1
<b>SUBFUND: 011 STREETS AND BRIDGES</b>								
POTOMAC YARD ROAD AND BRIDGE IMPROVEMENTS	\$156,460	\$66,880	\$123,360	\$0	\$0	\$0	\$0	\$190,240
FLOOD CONTROL TUNNELS	210,322	0	0	0	0	0	0	0
BRIDGE REPAIRS	725,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
KING & BEAUREGARD INTERSECTION	595,720	0	0	0	0	0	0	0
KING STREET METRO AREA IMPROVEMENTS	405,073	0	0	0	0	0	0	0
COMMUTER PEDESTRIAN IMPROVEMENTS	354,912	275,000	0	0	0	0	0	275,000
MILL ROAD REALIGNMENT	0	100,000	100,000	0	0	0	0	200,000
<b>STREET&amp;BRIDGES SUBTOTAL</b>	<b>\$2,447,487</b>	<b>\$691,880</b>	<b>\$473,360</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>250,000</b>	<b>2,165,240</b>
<b>STREET AND PEDESTRIAN IMPROVEMENTS</b>								
STREET RECONSTRUCTIONS	\$290,000	\$62,500	\$120,000	\$75,000	\$75,000	\$75,000	75,000	482,500
INFRASTRUCTURE IMPROVEMENTS	\$0	150,000	0	0	0	0	0	150,000
WEST END STREET	236,000	0	0	100,000	0	100,000	0	200,000
NE TRAFFIC PLAN	165,000	0	0	0	0	0	0	0
KING/BRADLEE	0	0	0	0	0	0	0	0
VAN DORN STREET	0	100,000	0	0	0	0	0	100,000
BRADDOCK ROAD	200,000	0	0	0	0	0	0	0
FILMORE STREET	400,000	0	0	0	0	0	0	0
TENNESSEE AVENUE	350,000	250,000	0	0	0	0	0	250,000
BEVERLY DRIVE	100,000	0	0	0	0	0	0	0
PINE STREET	50,000	0	0	0	0	0	0	0
BIRCH STREET	0	50,000	0	0	0	0	0	50,000
MACARTHUR ROAD	0	50,000	0	0	0	0	0	50,000
S. UNION STREET	0	0	0	0	0	0	0	0
N. FRAZIER STREET	85,000	0	0	0	0	0	0	0
N. FROST STREET	0	25,000	0	0	0	0	0	25,000
LAWRENCE STREET	0	0	150,000	0	0	0	0	150,000
RECONSTRUCTION DUE TO SEWERS	50,000	50,000	150,000	150,000	150,000	150,000	150,000	800,000
LINDEN STREET	165,000	0	0	0	0	0	0	0
DUKE STREET STREETSCAPING	195,000	0	0	0	0	0	0	0
KING/QUAKER/BRADDOCK INTERSECT	0	150,000	0	0	0	0	0	150,000
SLATER'S LANE	0	50,000	250,000	0	0	0	0	300,000
TRAFFIC CALMING	0	400,000	400,000	400,000	400,000	400,000	400,000	2,400,000
SCHOOL PEDESTRIAN IMPROVEMENTS	0	0	0	0	0	0	0	0
TRAFFIC SURVEY RESPONSE	150,000	100,000	100,000	0	0	0	0	200,000
PARKING METER REPLACEMENT	0	150,000	100,000	0	0	0	0	250,000
SIDEWALK, CURB AND GUTTER	500,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
<b>STREET &amp; PEDEST SUBTOTAL</b>	<b>\$2,936,000</b>	<b>\$1,687,500</b>	<b>\$1,370,000</b>	<b>\$825,000</b>	<b>\$725,000</b>	<b>\$825,000</b>	<b>725,000</b>	<b>6,157,500</b>
<b>UTILITY UNDERGROUNDING/STREET LIGHTING</b>								
MISCELLANEOUS UNDERGROUNDING	\$200,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	75,000	450,000
OLD TOWN UNDERGROUNDING	1,900,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
STREET LIGHTING	90,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
<b>UTILITIES SUBTOTAL</b>	<b>\$2,190,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>600,000</b>	<b>3,600,000</b>
<b>SUBFUND 011 SUBTOTAL</b>	<b>\$7,573,487</b>	<b>\$2,979,380</b>	<b>\$2,443,360</b>	<b>\$1,675,000</b>	<b>\$1,575,000</b>	<b>\$1,675,000</b>	<b>\$1,575,000</b>	<b>\$11,922,740</b>
<b>SUBFUND: 012 STORM SEWERS</b>								
<b>RECONSTRUCTION/EXTENSION STORM SEWERS</b>								
CONSTRUCTION	\$841,500	\$428,000	\$248,000	\$203,000	\$203,000	\$203,000	\$203,000	1,488,000
COMMONWEALTH/GLEBE	80,000	0	0	0	0	0	0	0
BRADDOCK/WEST	0	150,000	0	0	0	0	0	150,000
PRINCESS	70,000	0	0	0	0	0	0	0
EDSALL/CAMERON	95,000	0	0	0	0	0	0	0
FRAZIER STREET	250,000	0	0	0	0	0	0	0
FROST STREET	0	100,000	0	0	0	0	0	100,000
LAWRENCE STREET	0	0	150,000	0	0	0	0	150,000
ALLEY SEWER UPGRADE	125,000	0	0	0	0	0	0	0
KING ST/CSX	75,000	0	0	0	0	0	0	0
CHANNEL RESTORATION	800,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
COMMONWEALTH AVE STUDY	0	150,000	0	0	0	0	0	150,000
HUMES SPRINGS STORM SEWER	0	0	0	0	0	0	0	0
CHAMBLISS STREET	0	0	0	0	0	0	0	0
NPDES STORM WATER PROGRAM	0	450,000	0	0	0	0	0	450,000
ORONOCC OUTFALL	1,420,000	1,375,000	0	0	0	0	0	1,375,000
<b>SUBFUND 012 SUBTOTAL</b>	<b>\$3,756,500</b>	<b>\$2,853,000</b>	<b>\$598,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$403,000</b>	<b>\$5,063,000</b>

**SUMMARY**  
**Detail of Capital Improvement Program by Project**  
**FY 2003 - FY 2008**

City Share by Program Year

	UNALLOCATED PRIOR YEAR	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	TOTAL <sup>1</sup>
<b>SUBFUND: 013 SANITARY SEWERS</b>								
RECONSTRUCTION/EXTENSION SANITARY SEWERS	\$840,000	\$520,000	\$520,000	\$520,000	\$420,000	\$420,000	\$520,000	\$2,920,000
<b>SEWER REHABILITATION AND ABATEMENT</b>								
SEWER MAP UPDATING	\$991,000	\$202,000	\$101,000	\$101,000	\$0	\$0	\$0	\$404,000
HOLMES RUN TRUNK SEWER	3,400,000	1,700,000	1,700,000	1,700,000	5,000	0	0	5,105,000
SEWER SEPARATION	1,285,190	450,000	500,000	600,000	525,000	250,000	250,000	2,575,000
INFILTRATION/INFLOW	400,000	3,327,000	100,000	400,000	400,000	400,000	0	4,627,000
ROYAL STREET RELIEF SEWER	2,000,000	600,000	800,000	600,000	600,000	0	0	2,400,000
ENVIRONMENTAL RESTORATION	100,000	0	100,000	0	100,000	0	100,000	300,000
LEAF SITE - EISENHOWER AVE	0	0	0	0	0	0	0	0
SEWER REHAB SUBTOTAL	\$8,176,190	\$8,279,000	\$3,101,000	\$3,401,000	\$1,630,000	\$650,000	\$350,000	\$15,411,000
<b>SUBFUND 013 SUBTOTAL</b>	<b>\$9,016,190</b>	<b>\$6,799,000</b>	<b>\$3,621,000</b>	<b>\$3,921,000</b>	<b>\$2,050,000</b>	<b>\$1,070,000</b>	<b>\$870,000</b>	<b>\$18,331,000</b>
<b>SUBFUND: 015 INFORMATION TECHNOLOGY PLAN</b>								
CONNECTIVITY PROJECTS	\$801,340	\$1,218,800	\$1,475,080	\$911,200	\$1,425,000	\$1,003,800	\$185,000	\$6,218,880
SYSTEMS DEVELOPMENT	\$2,078,390	3,159,962	4,982,210	715,000	654,520	1,014,000	496,000	11,021,692
<b>SUBFUND 015 SUBTOTAL</b>	<b>\$2,879,730</b>	<b>\$4,378,762</b>	<b>\$6,457,290</b>	<b>\$1,626,200</b>	<b>\$2,079,520</b>	<b>\$2,017,800</b>	<b>\$681,000</b>	<b>\$17,240,572</b>
<b>SUBFUND: 016 OTHER EDUCATION</b>								
NORTHERN VIRGINIA COMMUNITY COLLEGE	\$0	\$128,283	\$120,584	\$120,927	\$121,272	\$121,617	\$121,964	\$734,647
<b>SUBFUND 016 SUBTOTAL</b>	<b>\$0</b>	<b>\$128,283</b>	<b>\$120,584</b>	<b>\$120,927</b>	<b>\$121,272</b>	<b>\$121,617</b>	<b>\$121,964</b>	<b>\$734,647</b>
<b>TOTAL CITY SHARE</b>	<b>\$45,978,962</b>	<b>\$54,478,360</b>	<b>\$43,317,884</b>	<b>\$36,980,791</b>	<b>\$24,194,806</b>	<b>\$13,675,961</b>	<b>\$10,929,256</b>	<b>\$183,577,058</b>

<sup>1</sup> Total does not include Unallocated Prior Year

**Information Technology  
Capital Improvement Plan For FY 2003 to FY 2008  
21-Feb-02**

Proposed  
City of Alexandria, Virginia FY 2003 Budget 142

CIP Project ID	Project Title	Net Totals	Net Balances							
			Fiscal Year	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
<b>1</b>	<b>TOTAL Net Costs - All Information Technology CIP Projects</b>	<b>21,640,802</b>	<b>4,400,230</b>	<b>4,378,762</b>	<b>6,457,290</b>	<b>1,626,200</b>	<b>2,079,520</b>	<b>2,017,800</b>	<b>681,000</b>	
2										
3										
<b>4</b>	<b>015-014 Infrastructure Projects</b>	<b>5,881,900</b>	<b>698,000</b>	<b>7,103,800</b>	<b>995,100</b>	<b>796,200</b>	<b>1,310,000</b>	<b>888,800</b>	<b>70,000</b>	
5										
6	015-014-1 Local Area Network (LAN) Services	5,295,900	665,000	968,800	882,100	726,200	1,240,000	843,800	70,000	
7	015-014-1 LAN Backbone Capacity		33,000	50,000	50,000	50,000	50,000	25,000	0	
8	015-014-2 Individual Building LAN Development		17,000	25,000	25,000	25,000	25,000	10,000	0	
9	015-014-3 Upgrade Network Operating System		5,000	25,000	25,000	25,000	25,000	15,000	0	
10	015-014-4 Upgrade Work Station Operating Systems		23,000	70,000	70,000	70,000	70,000	70,000	70,000	
11	015-014-5 Network Infrastructure Hardware Upgrades/ Replacement		487,000	698,800	537,100	506,200	920,000	673,800	0	
12	015-014-14 Storage Area Network		0	100,000	175,000	50,000	150,000	50,000	0	
13										
14	015-014-2 Wide Area Network (WAN) Services	586,000	703,000	965,000	1,180,000	70,000	70,000	45,000	0	
15	015-014-6 Institutional Network Development		0	0	0	0	0	0	0	
16	015-014-8 Telephony Integration		0	5,000	0	0	0	0	0	
17	015-014-9 Security		25,000	25,000	25,000	25,000	25,000	0	0	
18	015-014-15 Computer Work Station Software Management		108,000	60,000	0	0	0	0	0	
19	015-014-13 Database Infrastructure		0	45,000	88,000	45,000	45,000	45,000	0	
20										
<b>21</b>	<b>015-015 Systems Development</b>	<b>16,779,902</b>	<b>3,702,230</b>	<b>3,274,962</b>	<b>5,462,190</b>	<b>830,000</b>	<b>769,520</b>	<b>1,129,000</b>	<b>611,000</b>	
22										
23	015-015-1A Public Access Development	2,439,840	248,340	265,000	655,000	465,000	265,000	265,000	265,000	
24	015-01-3-1 Web Site Enhancements		82,340	115,000	255,000	115,000	115,000	115,000	115,000	
25	015-014-3-3 Web Site Planning & Zoning Docket Search & Retrieval		0	0	0	0	0	0	0	
26	015-015-19 Library Automated Catalog System Replacement		50,000	0	0	200,000	0	0	0	
27	015-015-4 Electronic Government		126,500	150,000	300,000	150,000	150,000	150,000	150,000	
28	015-015-30 Public Access to Land Records		0	0	0	0	0	0	0	
29										
30	015-015-1 Document Management Systems	1,168,740	298,760	385,000	334,980	50,000	50,000	50,000	0	
31	015-015-2 MHMRSA Medical Records Management		46,500	135,000	0	0	0	0	0	
32	015-015-2A Human Resources System		155,250	150,000	0	0	0	0	0	
33	015-015-21 Document Management and Imaging Infrastructure		97,000	100,000	110,000	50,000	50,000	50,000	0	
34	015-015-2-7 Finance Document Management System		0	0	224,980	0	0	0	0	
35										
36	015-015-2 Financial Systems	2,320,000	856,000	880,000	285,000	80,000	480,000	80,000	80,000	
37	015-015-3 Business Tax Accounts Receivables		280,000	200,000	0	0	0	0	0	
38	015-015-5 Real Estate Assessment and Accounts Receivable System Rep		310,000	200,000	100,000	0	0	0	0	
39	015-015-6 OMB Systems		0	0	85,000	0	0	0	0	
40	015-015-7 Payroll/Personnel System		150,000	250,000	0	0	0	0	0	
41	015-015-7A Remote Time and Attendance		75,000	150,000	0	0	0	0	0	

Executive Summary

**Information Technology  
Capital Improvement Plan For FY 2003 to FY 2008  
21-Feb-02**

Proposed  
City of Alexandria, Virginia FY 2003 Budget 143

GIP Project ID	Project Title	Net Totals	Proc Year	FY 2003	FY 2004	Net Began FY 2005	FY 2006	FY 2007	FY 2008
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
42	015-015-9								
43	General Ledger Accounting System		40,000	80,000	80,000	80,000	80,000	80,000	80,000
44	015-015-3	<b>Geographic Information Systems</b>	<b>1,587,000</b>	<b>462,600</b>	<b>375,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
45	015-015-11	GIS Development	462,600	375,000	150,000	150,000	150,000	150,000	150,000
46									
47	015-015-4	<b>Public Safety Systems</b>	<b>1,500,000</b>	<b>0</b>	<b>352,842</b>	<b>3,200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
48	005-039-1	Public Safety Radio System Replacement	0	352,842	3,200,000	0	0	0	0
49	015-015-4-2	Justice Information Systems	760,000	0	0	0	0	0	0
50	015-015-12	Criminal Justice Information System (CJIS) Enhancement	60,000	0	0	0	0	0	0
51	015-015-13	Alexandria Justice Information System (AJIS) Development	700,000	0	0	0	0	0	0
52	015-005-14	Police/Fire Computer Aided Dispatch (CAD) Replacement*	46,040	107,520	512,210	20,000	159,520	524,000	56,000
53	015-015-	Project Agile	0	0	0	0	0	0	0
54	015-015-15	Police Records Management	500,000	0	250,000	0	0	0	0
55	015-015-24	Tactical Computer System	0	0	0	0	0	0	0
56	015-015-25	Virginia Commonwealth Attorney Information System	0	5,000	15,000	5,000	5,000	0	0
57	015-015-NEW	Emergency Operations Center	0	100,000	0	0	0	0	0
58									
59		<b>Recreation Systems</b>							
60									
61	015-015-17	Recreation Systems	50,000	100,000	0	0	0	0	0
62	015-015-x-NEW	Recreation Computer Laboratories	0	0	0	0	0	0	0
63									
64	015-015-5	<b>Other Systems</b>	<b>716,500</b>	<b>351,000</b>	<b>218,600</b>	<b>100,000</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
65	015-015-16	Permit Processing	351,000	218,600	100,000	60,000	60,000	60,000	60,000
66	015-015-26	Facilities Maintenance System	0	6,000	0	0	0	0	0
67	015-015-27	Replacement of Small System Applications	45,000	75,000	0	0	0	0	0
68	015-015-28	Intranet	0	70,000	80,000	0	0	0	0
69	015-015-29	TES Infrastructure Management and Maintenance System	75,000	25,000	0	0	0	0	0
70	015-015-22	MHMRSA Human Resources System	0	35,000	0	0	0	0	0
71	015-015-NEW	MHMRSA HIPAA Data Security Compliance	0	200,000	0	0	0	0	0
72	015-015-29-NEW	Help Desk System	0	75,000	0	0	0	0	0
73									

Executive Summary

